

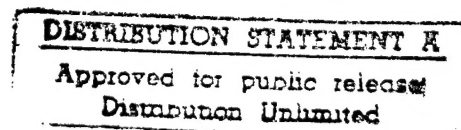


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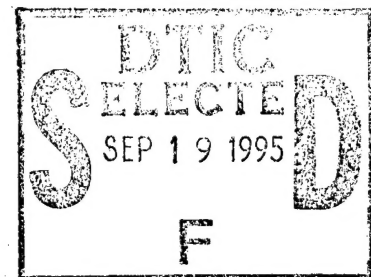
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**MOTIVATION FACTORS OF CONSTRUCTION PERSONNEL
IN A UNITED STATES NAVAL CONSTRUCTION BATTALION UNIT**

by

RODNEY MICHAEL MOORE, BS



THESIS

Presented to the Faculty of the Graduate School

of The University of Texas at Austin

in Partial Fulfillment

of the Requirements

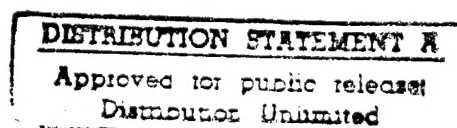
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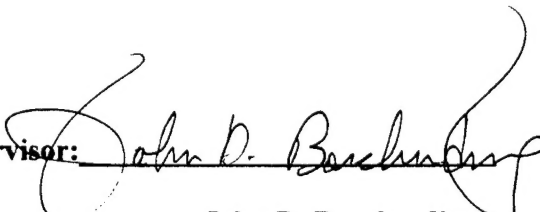


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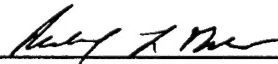
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DEDICATION

I dedicate this thesis to my mother and father, who continue to provide me with unwavering support and encouragement. My everlasting love and gratitude to the source of my motivation.

ACKNOWLEDGMENTS

I would like to thank the men and women of Naval Construction Battalion Unit 417 (NAS Corpus Christi, TX) who voluntarily gave their time and inputs to this study and, without them, this study would not have been possible. I would also like to thank Dr. John Borcharding, whose inspiration and advice made this project truly rewarding, and Capt. Timothy W. Bentley, my Air Force counterpart, who provided me invaluable guidance and assistance. Hopefully, our studies are just the beginning for D.O.D. Finally, a very special thank-you to Kerri, whose steadfastness and unselfish caring supported me throughout this endeavor.

Date Submitted: July 17, 1995

ABSTRACT

Motivation Factors of Construction Personnel in a United States Naval Construction Battalion Unit

by

Rodney Michael Moore, M.S.E.

The University of Texas at Austin, 1995

Supervisor: John D. Borcharding

Department of Defense spending reductions make it vital that the uniformed services get the most productivity of all personnel. In addition to the primary mission of contingency construction support, the construction personnel of the United States Navy perform crucial construction and repair services to support the Navy's infrastructure. The motivation of these skilled craftsmen is critical to their productivity. This thesis attempts to determine the factors that motivate these craftsmen and to offer some recommendations to their leaders. Data was collected through eighteen in-depth field interviews with Seabees from a Construction Battalion Unit. Interview results were analyzed for general content and trends; conclusions and recommendations were related to the literature review of motivation theories.

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CHAPTER ONE - INTRODUCTION

1.1 Purpose

Current and future fiscal constraints for the Department of Defense make it vital that the uniformed services get the most productivity of all personnel. In addition to the primary mission of contingency construction support, the construction personnel of the United States Navy (the Seabees) perform crucial construction and repair services to support the Navy's infrastructure. The author's experience in the Naval Construction Force has shown that the key to a productive and efficient construction organization is the people, in particular the skilled craftsmen.

While often understood to be the most valuable resource of an organization, few motivational studies have been conducted on construction personnel. To effectively manage resources, a manager must first learn about the resources. Achieving improved productivity can realize significant time and financial savings. Critical to a worker's productivity is the worker's motivation. The Seabees are a diverse group of individuals with varying age, experience, technical skills, training, etc. This diversity in an organization can pose a challenge to leadership if it is to develop a motivated, and hence, productive unit.

The motivation factors of one individual may be very different than those of another, presenting a significant challenge to a manager.

While numerous motivation and productivity studies have been conducted in industrial organizations, few have studied the construction industry. The construction work environment differs significantly from other industries; therefore, the results from other industries may not directly apply to construction. Construction workers often have different motivators than other skilled workers or technicians.

This thesis focuses on learning and understanding some of the factors that affect the motivation of Seabees, in an attempt to apply motivational theory to improve motivation, productivity and efficiency.

1.2 Objectives

1. Determine how the Seabees view their respective rating (craft or trade) and what satisfies and dissatisfies them.
2. Determine what traits the Seabees feel are key to good supervision and crew performance.
3. Determine how the Seabees feel about the quality of life, training, pay and social functions in the Navy.

4. Develop recommendations for crew leaders, project supervisors, and senior leadership to improve motivation.

1.3 Scope

The scope of this research includes a detailed literature review of motivation theories developed over the past fifty years, personal interviews with U.S. Navy construction personnel, a general content analysis of interview results, and the author's recommendations. The construction personnel who participated in this research were attached to a Construction Battalion Unit and include all seven Seabee ratings: Builder, Construction Electrician, Construction Mechanic, Engineering Aid, Equipment Operator, Steelworker, and Utilitiesman.

The scope of this thesis is intended to benefit all personnel involved in the Navy's Civil Engineer Corps and Naval Construction Force. Many of the findings may also be applied to the other civil engineering areas within the Department of Defense, as well as the private construction industry.

1.4 Thesis Organization

Chapter Two of this thesis provides background information on motivation and some of the more prominent theories of motivation. Chapter Three details the methodology used for this research. Chapter Four is a

presentation of the interview results and general content analysis of the results.

Chapter Five presents the author's conclusions and recommendations.

CHAPTER TWO - BACKGROUND

2.1 Theories of Motivation

Many behavioral scientists feel that the motivation of an individual is the root of productivity (Borcherding 1995). Motivation deals with factors that affect an individual's behavior: (1) the choice to initiate effort on a task; (2) the choice to expend a certain amount of effort on the task; and (3) the choice to persist in expending effort over a period of time (Jenkins 1982). The last 50 years have seen the development of many theories and studies in this behavioral research area.

"Motivation, in the most basic sense, is simply providing a drive to act to satisfy needs or desires" (Hazeltine 1976). As simple as this definition seems, to understand this behavior of an individual proves to be very challenging indeed. Each individual is different and behaves in a unique manner. A manager's goal is to get results from the workforce that benefit the organization, as well as, the individuals. Herein lies the manager's challenge: how to motivate a crew of individuals, each with unique and complex needs, satisfiers, and desires, to achieve a goal beneficial to all involved. As a result of the study of this process

of motivation, many differing theories have been developed and some of the more notable ones are presented here.

2.1.1 Maslow's "Hierarchy of Needs"

In the 1940's, Abraham H. Maslow developed his theory of motivation based on his proposition that a human is basically a wanting animal and that these wants become needs that an individual tries to satisfy. These needs are both physical, satisfied by material things, and psychological, satisfied through the mind. He placed these needs into a hierarchy that is known as Maslow's "Hierarchy of Needs". An individual first satisfies the most basic, or lower level, needs. Once these needs are satisfied, a new, higher order need replaces them, motivating the individual to satisfy the new need. Once a need is satisfied, it is no longer a strong motivator, but a new need always replaces the old, satisfied need.

The physiological needs are the most basic and include food, rest, shelter, and exercise. These needs are necessary to sustain life and provide comfort for the individual and family. An individual next seeks to satisfy the safety need, that of a secure, ordered, or structured lifestyle. These two lower level needs are imposed on the individual by the external environment.

The three higher level needs are generated in the mind as the individuals think about themselves and their situations. Social needs include belonging, association, acceptance, friendship, and love. Ego needs are of two forms: (1) self-esteem, including self confidence, independence, and achievement; and (2) reputation, including status, recognition, respect, and appreciation. The highest need level is that of self-fulfillment or self-actualization. These needs are of realizing one's own potential and continued self-development. Self-fulfillment needs vary greatly from person to person and rest upon prior satisfaction of the four lower level needs. A person who achieves this level is basically a satisfied person and Maslow states, "we can expect the fullest (and healthiest) creativeness" from this person.

Although presented as a hierarchical order, a person can move around the hierarchy as situations change. A need does not have to be fully satisfied before it is no longer a motivator. Maslow states that most people are partially satisfied and partially unsatisfied in all their basic needs at the same time (Maslow 1943).

2.1.2 Herzberg's Two Factor Theory

Frederick Herzberg developed his two-factor theory as an extension of Maslow's hierarchy theory. Herzberg's theory proposes that there are two distinct sets of factors in the work environment: (1) motivators or job enrichers, and (2)

hygiene factors. The job enrichers include achievement, recognition, the work itself, responsibility, growth, and advancement. The hygiene factors include company policy and administration, supervision, salary, interpersonal relationships, fairness of position, job security, and working conditions.

Herzberg's hygiene factors, those satisfying Maslow's lower level needs, are usually associated with dissatisfying experiences. Providing for the hygiene factors will reduce dissatisfaction and probably keep the worker with the company; however, providing for them will not bring the long-lasting satisfaction that leads to motivation. Herzberg implies that management overemphasizes these hygiene factors and trying to remove job dissatisfiers while neglecting the satisfiers that bring motivation; therefore, workers will never reach their maximum potential. For example, too much emphasis on fringe benefits only reduces a potential dissatisfier while offering little motivational value.

The job enrichers, those satisfying Maslow's higher level needs, are associated with satisfying work experiences. Herzberg's theory suggests that if a job is structured to provide these motivators, then workers will be challenged and motivated to higher levels of productivity. Herzberg states that management frequently ignores these intrinsic factors, thus failing to satisfy and motivate its workforce (Herzberg 1959).

2.1.3 McClelland's "Need for Achievement"

In the 1960's, David C. McClelland developed an alternate view of motivation, similar to Maslow's beliefs. McClelland's four models for success include: (1) the need for autonomy, (2) the need for affiliation, (3) the need for achievement, and (4) the need for power. His autonomy needs encompassed Maslow's lower level needs of physiological and safety needs. His need for affiliation relates to Maslow's belonging needs, while the needs for achievement and power encompass Maslow's two highest level of needs (McClelland 1965).

McClelland identified personality characteristics of high achievers. He stated that the need for achievement can be learned through developing an environment in which it is possible to overcome obstacles and see accomplishment (McClelland 1965). The following represent McClelland's characteristics of a high achiever:

- 1) Establishes realistic goals
- 2) Works on problems, instead of leaving them to chance
- 3) Willingly takes moderate risks
- 4) More concerned with personal achievement than rewards of success
- 5) Prefers receiving performance feedback
- 6) Thinks about better ways of doing things
- 7) Often from middle class family and first born child.

McClelland's list can be utilized to identify individuals who may be motivated by the higher level needs (Borcherding 1995).

2.1.4 McGregor's Theory X and Theory Y

Since motivation is a process involving both the worker and the manager, Douglas McGregor undertook studies in the 1960's to identify certain assumptions that successful and unsuccessful managers make about workers. He classified managers in two categories: Theory X assumptions and Theory Y assumptions. Theory X managers believe that people are generally lazy and must be forced or pressured to work. Theory Y managers, however, believe people are generally sincere, honest, and anxious to work. If a worker has not satisfied the lower level needs, both types of managers can get workers to perform; however, if a worker has reached a higher level of needs, this worker will not respond to the Theory X management style (McGregor 1960).

Theory X assumptions include:

- 1) Human beings generally are lazy and will avoid work if at all possible.
- 2) Due to a human's general dislike of work, people must be directed, controlled, and motivated by threats of punishment to achieve organizational objectives.
- 3) The average human prefers close supervision, wishes to avoid responsibility, has relatively little ambition, and wants security above all else.

Theory Y assumptions include:

- 1) The drive for physical and mental effort in work is as natural and rewarding as play or rest.
- 2) External control and threats of punishment are old-fashioned means of motivation. Humans will exercise self-control and self-direction to accomplish objectives to which they are committed. Commitment to objectives depends on rewards and expectations of rewards.
- 3) Under proper conditions, the average human learns to accept and to seek responsibility.
- 4) The capacity to exercise a high degree of imagination, ingenuity, and creativity in problem-solving is widely, not narrowly, distributed amongst the population.
- 5) In the modern industrial world, the intellectual potential of the average human is only partially utilized (Henderson 1985).

2.1.5 Japanese Theory Z

William Ouchi created another style of management, called Theory Z, in which he focused on American businesses utilizing a Theory Y approach in response to rising Japanese business challenges. Theory Z associates with workers being more motivated by the higher level needs. Requirements for

Theory Z include: more teamwork, more worker involvement, long term commitment, and more training. The following attributes apply to Theory Z:

- 1) An involved workforce is more productive
- 2) Individual cooperation to achieve group and organizational goals
- 3) Close familiarity between people in the work place
- 4) Lifetime employment
- 5) Frequent lateral work assignments prior to advancement
- 6) Working well together as a team
- 7) Participative decision-making
- 8) Opportunity for different work assignments
- 9) Implementation of suggestions for improvement (Borcherding 1995).

2.1.6 Vroom's Expectancy Theory

Victor Vroom's expectancy theory, developed in the 1960's, has gained more acceptance among researchers than many of the other motivational theories at this time. Vroom's process approach relates behavior to one's expectations that certain behaviors will result in predictable outcomes which will satisfy individual and organizational goals (Oglesby 1989).

Expectancy represents ideas or thoughts a person develops about the consequences resulting from certain actions. Individuals have certain

preconceived ideas about the outcome and consequences of certain behaviors and actions. These outcomes will satisfy certain individual and organizational goals. Individual goals may include money, recognition, promotion, and security, while organizational goals are measured in terms of quality, quantity, and timeliness (Henderson 1985).

2.2 Motivation and Productivity

The goal of motivating workers is to encourage or induce them to work more effectively and safely and to produce a product of suitable quality. These objectives are not accomplished by merely getting workers to exert more physical effort or requiring managers and staff to put in more hours. Instead, it is the application of all of one's mental and physical abilities and talents to think, plan, and execute tasks. It also means creating interest and involvement, which reduces absenteeism and turnover. To turn motivation into commitment, there must be a strong commitment and positive attitude from people at all levels in the organization (Oglesby 1989).

The following list is a proposed guideline for implementing various motivation theories to improve productivity:

- 1) Capitalize on non-monetary rewards such as recognition and praise
- 2) Use punishment sparingly and administer it in private

- 3) Overcome resistance to change as a demotivator with good communication, pre-planning, and team participation
- 4) Overcome alienation, apathy, and frustration by creating an environment where workers can be satisfied
- 5) Recognize the importance of teams and of informal leaders
- 6) Have a belief in and concern for the people
- 7) Regardless of the parties involved, select an appropriate leadership strategy that takes into account the relative abilities and knowledge of those involved, adjusted to fit the existing or projected authority and power relationships
- 8) Establish a communication scheme, taking into account the factors that lead to effective communication skills (Oglesby 1989).

As seemingly simple as these principles appear to be, proper implementation will prove to be a challenge due to the unique nature of humans as individuals.

2.3 Conclusions on Motivational Theories

- 1) Numerous theories of motivation have been developed, each with its own merits. Instead of attempting to apply one certain theory to any given situation, an effective manager can utilize elements from many different theories.

- 2) Less emphasis should be placed on using financial incentives as motivators. If chosen as a motivator, financial incentives should be approached cautiously and judiciously.
- 3) As modern organizations continue to encounter fiscal restraints and competitiveness, productivity becomes increasingly more important.
- 4) Motivation of workers is a key to improved productivity.
- 5) A typical workforce is comprised of unique individuals, each motivated by something different, to which managers must be aware.
- 6) There is no simple tool or formula for a manager to effectively motivate workers.

CHAPTER THREE - METHODOLOGY

3.1 Study Methodology

The method utilized for this research was the same method employed by Dr. John D. Borcharding in his 1972 Ph. D. dissertation entitled Effective Utilization of Manpower in Construction and by Capt. Timothy W. Bentley in his 1994 Master's thesis entitled Factors Affecting the Motivation of Skilled Craftsmen in the United States Air Force. Dr. Borcharding's research involved sixty-five in-depth interviews with construction owners, managers, field supervisors and craftsmen. This study was an early attempt to identify essential human factor issues in the construction industry, as it varies significantly from the general manufacturing industry. Capt. Bentley's research included twenty-three in-depth interviews of Air Force skilled craftsmen, both military and civilian personnel. Capt. Bentley's study focused on motivation factors of craftsmen in the Air Force during a period of significant defense reductions and base closures. The Borcharding and Bentley studies, along with the author's experience in the Naval Construction Force, led to the idea of attempting a similar study with Navy uniformed construction personnel. Many of the same questions employed by Dr. Borcharding and Capt. Bentley were utilized in this project. As part of this

research, eighteen in-depth interviews were performed with Navy Seabee personnel, and the results analyzed and presented.

3.2 Literature Review

The author performed a comprehensive search for and review of relevant material related to motivation and motivational theory in an attempt to gain a better understanding of previous research in this area of human factors. Publications from the 1940's to present were consulted during this review. The insight gained from these references was used to analyze the interview results and to provide the conclusions and recommendations.

The instruction, publications, and advice provided by Dr. John D. Borcharding, and that of Capt. Timothy W. Bentley, were of enormous assistance in the preparation and completion of this research project. Dr. Borcharding's Ph. D. dissertation and Capt. Bentley's Master's thesis were used as models for this project and were consulted many times throughout its duration.

3.3 Development of Interview Questionnaire

Following the literature review, the next step was to develop a set of questions to be used in the interviews. The questions, while structured to cover key issues, were designed to be open-ended to allow the participants the

opportunity to freely discuss the issues on their minds. After reviewing the interview questions in the Borcharding and Bentley studies, a list of twenty-eight questions was developed to meet the research objectives. With permission from Dr. Borcharding and Capt. Bentley, some of the same questions were used in addition to questions related to Navy issues. The author also included specific questions regarding defense spending reductions, quality of life, training, and management styles.

The questionnaire, as shown in Appendix 1, was designed with twenty-eight questions to keep the interview duration at under one hour. The actual duration varied from forty-five minutes to an hour and ten minutes because of the wide variety of responses. The author's intention was to minimize the impact of the interviews on the unit's operations while still obtaining valuable, thought-out responses.

3.4 Interview Solicitation and Process

All interviews were performed at a Construction Battalion Unit (CBU) located at Naval Air Station Corpus Christi, Texas because of time and financial constraints, as well as its close proximity to The University of Texas. This particular CBU was in the process of decommissioning during the interview process due to defense cuts and realignment actions.

The author obtained permission to perform the interviews from the CBU's Officer in Charge, in conjunction with his senior enlisted advisor and Operations Chief. Permission was granted to perform the interviews during normal work hours.

The interviews were performed in a private room behind closed door to prevent any distractions. To permit privacy in answering the questions freely without fear of reprisals, the participants were advised of the voluntary nature of the interview and that their individual identities would remain confidential. The interviews were designed to be completed one at a time, with the author asking questions and recording responses as the participant spoke freely. The author allowed the discussions to be free-flowing, permitting the participants to return to previous questions if so inclined as discussion prompted further thoughts. The author only interjected during the discussion to keep it on track or to further probe for clarification or explanation. At one instance during the interview process, the author was required to double up the participants in the interest of meeting the schedule. This improved the discussion since two participants generated more thoughts while still maintaining their individuality. As a result, the remainder of the interviews were completed two participants at a time.

The interviews were completed during a period of two weeks in May 1995. The author thoroughly enjoyed the entire interview process as all the

participants and the unit's chain of command expressed overwhelming enthusiasm and interest in the project.

3.5 Data Analysis

After completion of the interviews, the data were summarized and organized. The data were sorted by responses to each individual question. These groups of responses were thoroughly analyzed to determine general content responses for each question. The raw data collected during the interviews are recorded in Appendix 2. Following the general content analysis, the data were consolidated and tabulated; these data can be seen in graphical representation in Chapter Four. The data were also analyzed to determine any trends.

CHAPTER FOUR - RESULTS OF INTERVIEWS

4.1 Participants

A total of eighteen Navy construction personnel were interviewed (four builders, two construction electricians, three construction mechanics, one engineering aid, four equipment operators, two steelworkers, and two utilitiesmen). The range of years of Naval experience was three years to sixteen years, with an average of eight years of service. Both male and female personnel were interviewed, as well as many ethnic backgrounds, however no specific data in this area was collected.

4.2 Satisfiers and Dissatisfiers

The number one job satisfier mentioned by the respondents was building a tangible structure, as shown in Table 1. Fifty percent of the respondents stated that building a tangible structure provided the most job satisfaction. This is a unique characteristic of the construction industry, in that the workers are able to see a project progress on nearly a daily basis culminating in a complete and functional facility. Two other satisfiers mentioned by the respondents were: (1) challenging work and (2) working as a team. These responses speak well for the

quality of Seabees present, in that they tend to be bright, motivated, and willing to accept challenging projects. These results, as shown in Table 2, are very comparable to the results of the studies conducted by Dr. John D. Borcharding in his 1972 Ph. D. dissertation and by Capt. Timothy W. Bentley in his 1994 Master's thesis.

Table 1. Job satisfiers

Rank	# of Responses	Satisfiers
1	9	Building a tangible structure
2	4	Challenging work
2	4	Working as a team
3	1	Working outdoors

Table 2. Comparison of top three job satisfiers

	Borcharding's Study	Bentley's Study	Moore's Study
# 1	Good workmanship and productive day	Challenging work	Building a tangible structure
# 2	Tangible physical structure	Building a tangible structure	Challenging work
# 3	Social work relations	Recognition by customers	Working as a team

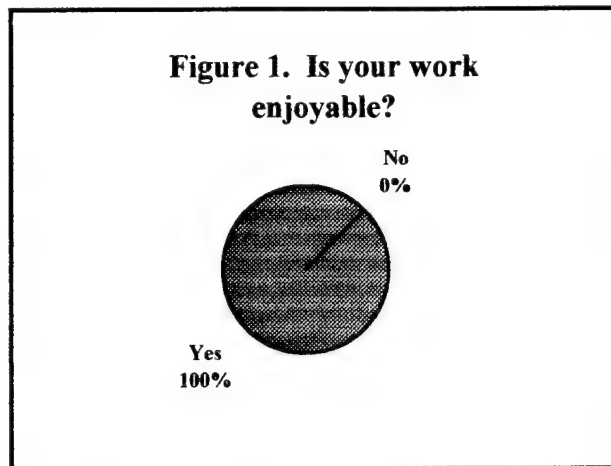
The number one dissatisfier mentioned by the respondents was micro-management, as shown in Table 3. While the term micro-management is often thrown about to describe the close military supervision, the responses seemed to indicate that supervisors were not allowing the craftsmen to fully utilize their skills and training to accomplish tasks without constant oversight. The respondents felt that every little detail or question had to be sent up the chain of

command for approval or further guidance. Other factors of dissatisfaction seemed to be distributed with only the number one dissatisfier being repeated more than twice. This varied list of dissatisfiers made it difficult to determine any trends or draw any further conclusions.

Table 3. Job dissatisfiers

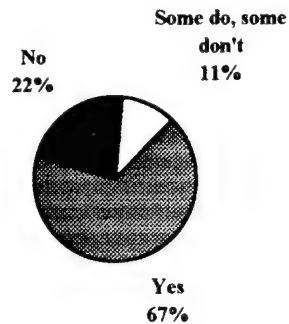
Rank	# of Responses	Dissatisfiers
1	7	Micro-management
2	2	Responsibility, but no authority
2	2	Lack of trust
2	2	Lack of supplies
2	2	Constantly being reassigned to other tasks
3	1	Poor condition of equipment
3	1	Poor communication
3	1	Conflicting orders

As shown in Figure 1, one hundred percent of the respondents enjoyed their job. All of the respondents had at least one previous tour of duty prior to reporting to their current command. This experience has provided them with more realistic expectations than perhaps a member who is new to the military lifestyle. The responses in this area were overwhelmingly enthusiastic, with many demonstrating enormous pride in being a Navy Seabee.



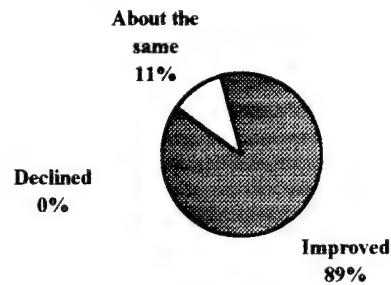
When the participants were asked if society respected their skills, two-thirds of them felt that society respected them, as shown in Figure 2. Some respondents felt that the Seabees are such a small part of the military that they do not get the recognition they deserve for their impact. Others felt that it was not as much a fact of no respect as it was a fact of no prior knowledge. These respondents felt that once people were exposed to Seabee work, they would better understand and respect them. Most of the respondents felt respected as construction workers though, with one interesting comment by a female respondent who felt she probably would not get respect as a female plumber in the civilian sector.

Figure 2. Does society respect your talents and skills?

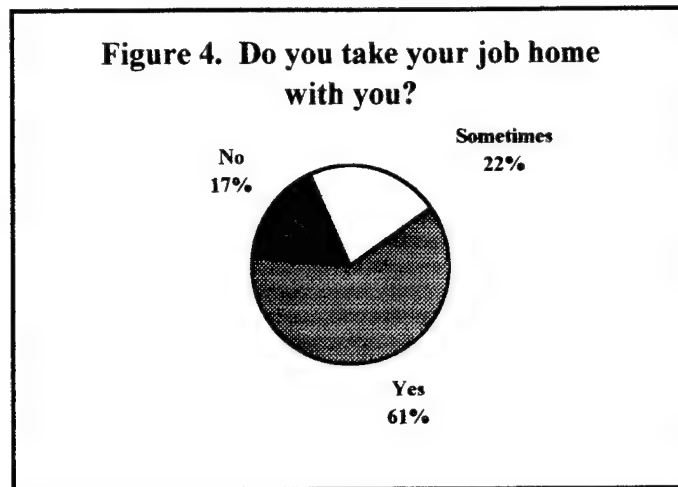


The question of whether the quality of work had improved or declined, shown in Figure 3, indicated that eighty-nine percent of the respondents felt it had improved. An interesting view is that the recent defense spending cuts has resulted in better quality work for the Seabees, particularly those stationed at a CBU. As shown by these results and the author's experience, the CBU's are being assigned better quality construction projects of larger scope, providing increased worker satisfaction.

Figure 3. Has the quality of work improved or declined during your career?



Eighty-three percent of the respondents said they take their job home with them at least part of the time in some fashion, as shown in Figure 4. Many of these respondents stated that they took either paperwork or problems home with them. Many of the more experienced participants tended to take only administrative type work home, while the less experienced also felt they took their stress and problems home with them. Some felt that it was necessary to take the mental aspects of the job home to discuss issues as a stress reliever with their family members.



4.3 Working in Crews

When asked for the traits that make a good supervisor, six out of eighteen participants responded that a good supervisor asks input from and listens to the crew, as shown in Table 4. The respondents feel that they have invaluable input regarding construction methods and techniques and that a good supervisor would be wise to ask for this input and listen to the crew's suggestions. This trait of listening to the crew seemed to be repeated on numerous occasions during the interviews, underlying its importance to the field personnel. Another trait of good supervision mentioned by four of the respondents was knowing the crew's capabilities and using them accordingly. Many of the other traits mentioned seem to fall in line with the principles of good supervision including: (1) taking

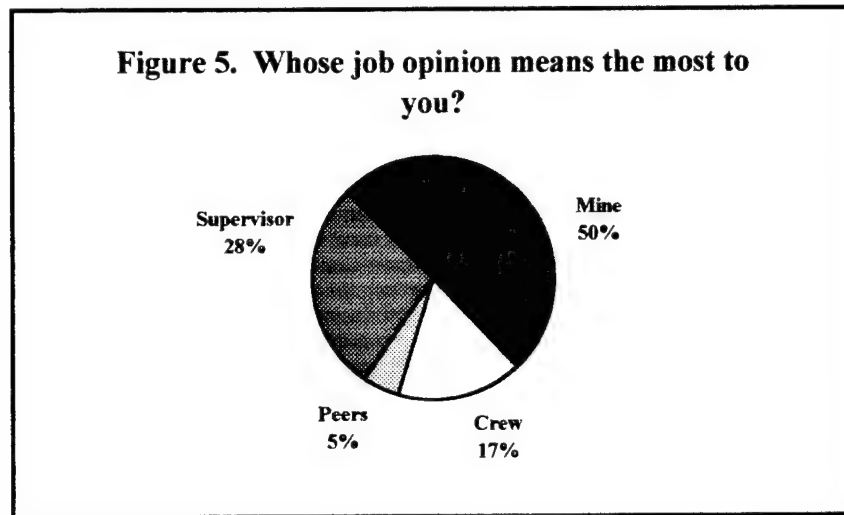
responsibility and holding a crew accountable; (2) taking care of the crew; and (3) knowing the tasks at hand.

Table 4. How should a good supervisor manage a crew?

Rank	# of Responses	Supervisor Trait
1	6	Listens to crew
2	4	Knows the crew and their capabilities; uses them accordingly
3	2	Takes responsibility and holds crew accountable
3	2	Takes care of crew
3	2	Knows the job/task at hand
4	1	Good communication
4	1	Lets crew do the job

Fifty percent of the respondents felt that their own opinions of their work meant the most to them, as shown in Figure 5. Many of these respondents felt that even if their work met plans and specifications, it was not good enough unless they were personally satisfied with the product. This speaks very highly of the dedication, pride, and professionalism of the members in service at this time. The remaining fifty percent of the responses were spread between supervisor, crew, and peers' opinions having the most significant influence on their performance. An interesting note is that none of the respondents mentioned the customer's opinion as significant. Although many of the respondents expressed the importance of a quality product throughout the interview process, they seem to feel that if they have met the required plans and specifications, their

supervisor's expectations, and their own satisfaction, then the customer is likely to be satisfied.



Teamwork and respect for each other were the key traits mentioned by the respondents for good crew performance, as shown in Table 5. Other traits mentioned more than once include good communication, strong/good leadership, and being assigned tasks according to abilities. All of the respondents understood the importance of a team in achieving any organizational goals, and, as shown earlier, teamwork was listed as a job satisfier to some of these members.

Table 5. What makes a crew perform well together?

Rank	# of Responses	Crew Trait
1	5	Teamwork
2	3	Respect for each other
3	2	Good communication
3	2	Strong/good leadership
3	2	Assigned tasks according to abilities
4	1	Clear, defined, attainable goals

4	1	Trust
4	1	Good morale
4	1	Individual drive/want to succeed

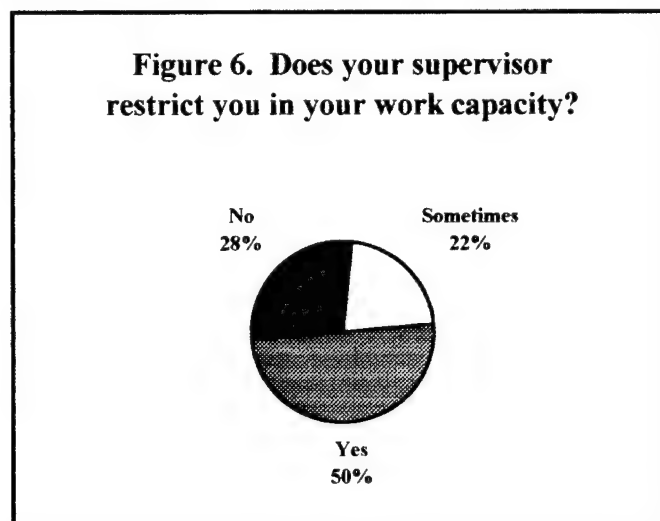
When asked for traits that resulted in poor crew performance, the participants had many different responses, as shown in Table 6. Four respondents felt that lack of communication was the primary reason for poor crew performance. This was not only communication amongst the crew , but also communication between the crew leader and supervisor, as well as communication from senior management. The other traits mentioned more than twice included: (1) tension amongst the crew or personality conflicts; (2) lack of morale; and (3) micro-management or lack of control.

Table 6. What are the reasons for poor crew performance?

Rank	# of Responses	Crew Trait
1	4	Lack of communication
2	3	Tension amongst crew/personality conflicts
2	3	Lack of morale
2	3	Micro-management/lack of control
3	2	Incompetent/ineffective supervisor
4	1	No recognition
4	1	Lack of trust
4	1	Supervisor who won't listen

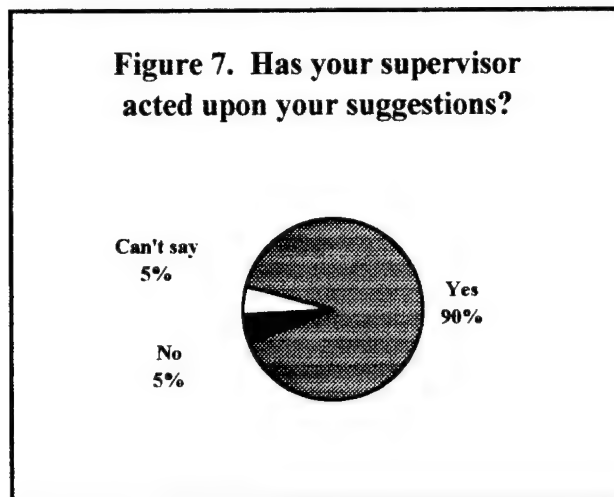
4.4 Management Styles

The author included questions on management style and participative decision-making to see how the participants perceived this subject. As shown in Figure 6, seventy-two percent of the respondents felt that their supervisor restricted them in their work capacity at least part of the time. Much of this restriction was the result of micro-management and being given responsibility but no authority. Some of the respondents also attributed this to the hierarchical nature of the military.



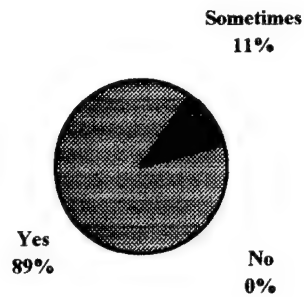
Ninety percent of the respondents, however, felt that their supervisor would act upon some of their suggestions with regard to construction methods, procedures, etc., as shown in Figure 7. The important factor to these respondents was not that a supervisor acted upon their suggestions, but rather listened to their

suggestions. If a supervisor openly considered suggestions but chose not to act on them, the respondents felt that an explanation of the decision would suffice.



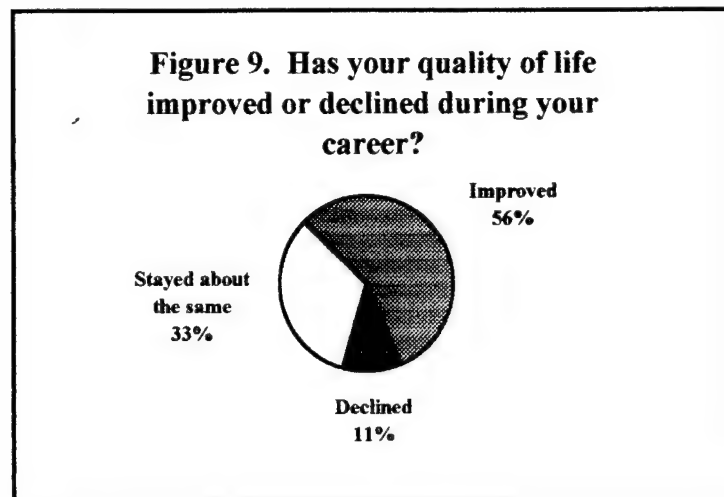
When the participants were asked if they would enjoy more participation in decision-making, eighty-nine percent of them responded with yes, as shown in Figure 8. Two responded that there should be participation only some of the time. These two respondents felt asking for input was a good idea, but that decision-making authority cannot be delegated all the way down the chain of command. This view was also shared by some of the "yes" respondents who added that caveat to their response.

Figure 8. Would you enjoy more participation in decision-making?



4.5 Quality of Life

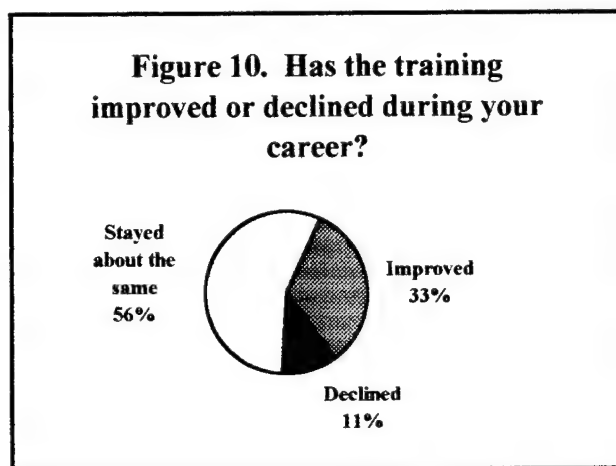
The Navy has been emphasizing quality of life issues for its service and family members. The author designed some questions to see whether the participants felt that their quality of life was improving or declining. Ten of eighteen respondents felt that the quality of life had improved, while six of eighteen felt it had stayed about the same, as shown in Figure 9. Overall the respondents felt that the Navy was attempting to improve the quality of life, but that there is still much to be done. Although quality of life can vary from location to location, many of the respondents' concerns were for single, junior enlisted personnel berthed on station and for family housing improvements.



4.6 Training

Another key area the author wanted to explore was that of training. Ten of eighteen felt that the training had stayed about the same, while six had thought it had improved, as shown in Figure 10. The most common concerns of all the personnel interviewed included difficulty in getting advanced technical training (C-School). Many of the participants agreed that duty in the battalions offered more training opportunities than duty at a shore-based CBU. Many also noted that training programs at CBU's were limited to General Military Training and that CBU's, in general, lacked good in-rate training programs to keep their construction skills current. On the other hand, CBU's provided a good

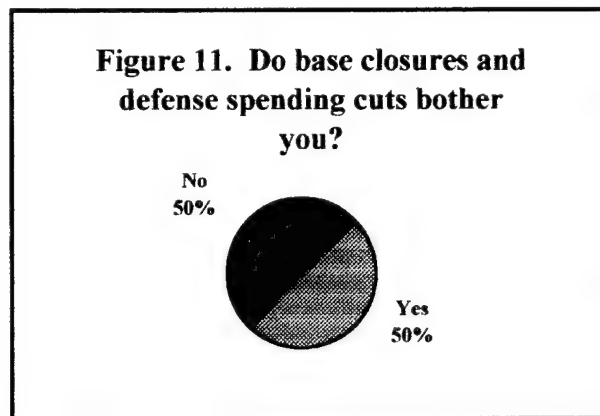
opportunity of receiving cross-rate training, enhancing the member's general construction knowledge and skills.



4.7 Base Closures and Spending Cuts

When asked about the effect of defense spending cuts and base closures, there was an even split on whether these issues concerned the participants, as shown in Figure 11. Some of the respondents felt comfortable and secure enough in the Seabees' mission that the impact of these issues would be less on the Seabee community. These respondents felt that the Seabees performed vital construction services at a fraction of the cost of civilian contractors, and, as such, would be even more critical during reduced spending. Others seemed concerned about the resultant effects of spending cuts on retention, advancements, and training. Although the unit to which these personnel were attached was in the

process of dis-establishment, many felt this had no significant impact on their motivation. This feeling of security possibly results from the fact that the military members could transfer to another duty station; in reality, not losing a job as a civilian might. A few of the personnel interviewed had only recently reported to the unit and felt the dis-establishment was a disruption since they would have to transfer much sooner than expected.

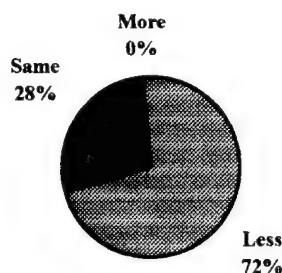


4.8 Pay

Seventy-two percent of the respondents felt they made less money than their civilian counterparts with similar experience, while twenty-eight percent felt they made about the same, as shown in Figure 12. Of importance here is that the majority did not feel pay was a big issue. One respondent stated that a person does not join the military to get rich. Some of the members felt that the benefits

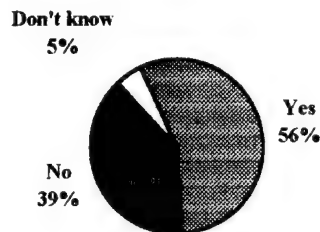
they and their families receive made up some of the pay differences; these benefits include medical and dental care, training, travel, and commissary. Some of the respondents also felt that the hardships they and their families endure certainly outweigh any pay and benefits' equivalence they may have with civilians.

Figure 12. Do you make more or less money than your civilian counterparts?



Ten of eighteen respondents expect a cost of living raise every year, as shown in Figure 13. Those who did not expect a pay raise seemed to feel that, with the defense cuts and pay lagging the inflation rate, they could not expect one each year. The majority did feel that, at the least, the military should receive some cost of living adjustment each year as a part of their service to the government. One member stated that it was essential for his family's livelihood that he take on private work in his off-duty hours to pay the bills.

Figure 13. Do you expect to get a pay raise every year?

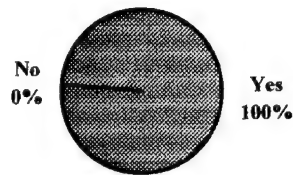


4.9 Social Functions

The respondents overwhelmingly seemed to value social functions as a part of overall job satisfaction, as shown in Figure 14. The majority agreed that social functions, like unit picnics, intramural sports teams, and annual Seabee Ball, greatly improved a unit's camaraderie and esprit de corps. They felt these functions were essential as stress-relievers and as providing opportunities to get a better understanding of the people and families with whom they serve. Some of the respondents did comment, however, that functions which become mandatory or which restrict family participation are dissatisfying. It is important to note that social functions are a significant factor in satisfying the social needs of military personnel. These individuals tend to transfer to different locations many times

throughout a career and are not able to establish as many long-lasting social relationships with others.

Figure 14. Do you think social functions provide additional job satisfaction?



CHAPTER FIVE - CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The following conclusions based on this study are provided:

1. The results of this study are consistent with the results of Borcharding's private construction industry study and the results of Bentley's study of Air Force civilian and military construction personnel. The job satisfiers of these individuals performing construction work are consistent regardless of the nature of the organization: building a tangible structure, challenging work, work relations, and recognition.
2. The satisfiers listed by the participants in Table 1 duplicate the job enrichers theorized by Frederick Herzberg. Herzberg pointed out that the job enrichers were related to the work itself, achievement, and responsibility. Managers should concentrate their effort on implementing and developing those factors listed as satisfiers. These satisfiers tend to be job enrichers and will motivate workers making them more productive.
3. The dissatisfiers provided by the participants in Table 3 correlate with Herzberg's hygiene factors, relating to supervision, administration, interpersonal

relationships, and working conditions. Managers should examine those factors listed as dissatisfiers and try to eliminate them if possible.

4. The participants appeared to have satisfied Abraham Maslow's lower level needs, meeting the basic physiological and safety needs, as well as social needs. If indeed the case, managers should strive to satisfy the higher level needs, in particular ego and self-fulfillment. To achieve these higher levels, workers need to be challenged mentally and physically.

5. The participants listed many key elements to good supervision and crew performance, shown in Tables 4 through 6. These key elements include: listen to crew's input; know crew and its capabilities; teamwork; treat all people with respect; and good communication. Effective managers can readily obtain from these elements the factors needed for improving performance of supervisors, crews, and workers, thereby increasing productivity.

6. Quality of life is and continues to be a major issue for military personnel, as it affects a member's overall satisfaction. While quality of life improvement programs are beyond the scope of this research, the key, as with motivation, is knowing and understanding the needs and desires of the members.

7. The participants emphasized that training is a major factor in their overall satisfaction. Many respondents expressed concerns of the training program at a CBU, in that CBU's are more production-oriented than battalions. CBU's

provide an ideal situation to capitalize on training: (1) projects that can be planned, executed, and completed with less turnover than a battalion; (2) projects that provide in-rate and cross-rate opportunities; and (3) a wealth of experienced enlisted personnel. A balance between production and training is essential and must be sought.

5.2 Recommendations

5.2.1 Based on this Research

The following recommendations are presented based solely on the findings of this research, the survey sample, and the author's experience:

1. Focus on implementation of the satisfiers listed in Table 1. Examine the work itself to find ways to enrich the job for the workers.
2. Study the dissatisfiers listed in Table 3 and work toward elimination of these items if possible. If regulations or policies do not permit elimination, provide an explanation of the policy and why it exists to the workers.
3. Take the time to learn and understand your workers. You cannot motivate them without understanding them.
4. Whatever leadership or management style is in place, lead by example and be open to the workers' needs, desires, and suggestions.

5. When working personnel in crews, practice the following:
 - a. Provide clear, specific, and reasonable goals.
 - b. Plan the tasks with the crew's input. Allow more participation.
 - c. Utilize good communication skills.
 - d. Treat all crew members equally with respect.
6. Implement a good feedback program.
7. When assigning a person the responsibility for a task, provide the requisite authority so the person can accomplish the task.
8. Recognize people for a job well done.
9. Continue organizing and sponsoring social functions. Schedule social functions periodically according to major milestones or team performance for the crew or the organization as a whole. Encourage family participation.
10. Examine the organization's training program, with feedback from the field personnel for continual improvement. Strive for a balance between production and training.

5.2.2. Future Research

The following represent potential areas of future research based on this study:

1. The Naval Construction Force (NCF) needs to establish a uniform training program for Construction Battalion Units to ensure adequate training opportunities exist for Seabees who transfer from a training-intensive battalion to an often production-oriented CBU.
2. A study should be conducted similar to this one but encompassing more personnel throughout the NCF. The results could then be incorporated in the various levels of leadership training for Seabees and C.E.C. officers.

APPENDICES

Appendix 1: Sample Questionnaire

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: _____ (to remain confidential)

DATE: _____

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman. What is your paygrade?
2. How long have you been a _____?
3. Why did you become a _____?
4. What gives you the most job satisfaction?
5. What gives you the most job dissatisfaction?
6. How enjoyable is your work?
7. If you could do it all over again, would you choose this profession?
8. Does society respect your talents and skills?
9. Has the quality of work improved or declined during your career (explain)?
10. Do you take your job home with you?
11. How does your family feel about your profession?
12. What could your immediate supervisor do to make you get out of the service?
13. What could upper level management do to make you get out of the service?
14. Whose job opinion means the most to you?
15. How should a good supervisor manage a crew?
16. What makes a crew perform well together?
17. What are the reasons for poor crew performance?
18. Does your supervisor restrict you in your work capacity (explain)?
19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?
20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?
21. Do you make more or less than your civilian counterparts with the same experience?
22. Do you expect to get a raise every year? If so, why?
23. Do base closures and defense spending cuts bother you at all (explain)?
24. Has the quality of life for you improved or declined during your career (explain)? For your family?
25. How could the quality of life be improved?
26. Has the training improved or declined during your career (explain)?
27. How could the training be improved?
28. Do you think social functions provide additional job satisfaction?

Appendix 2: Interview Results - U.S. Navy Construction Personnel

Interview Questionnaire -- U.S. Navy Construction Personnel

NAME: Military #1, PO3

DATE: 18 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Engineering Aid

What is your paygrade?

E-4

2. How long have you been a _____?

3 years (1 1/2 years aboard present unit)

3. Why did you become a _____?

I have completed several college courses, Engineering Aid was closest match to my engineering education.

4. What gives you the most job satisfaction?

Accomplishing a difficult job.

5. What gives you the most job dissatisfaction?

When given responsibility, but no authority.

6. How enjoyable is your work?

My work is enjoyable, but I would like to work more in my rate.

7. If you could do it all over again, would you choose this profession?

Yes, I would still join the Navy, but maybe as an Aviation Electronics Technician.

8. Does society respect your talents and skills?

Most people don't know who the Seabees are or what they do. I love being a Seabee, but we don't get much recognition.

9. Has the quality of work improved or declined during your career (explain)?

Both commands that I have been attached to have had high quality projects.

10. Do you take your job home with you?

Yes, I take paperwork home with me. An eight hour workday doesn't cut it.

11. How does your family feel about your profession?

My parents love it, but it cost me an engagement.

12. What could your immediate supervisor do to make you get out of the service?

By keeping me from working within my rating.

13. What could upper level management do to make you get out of the service?

It seems that I have to constantly fight the system to get things taken care of, like proper advancement, documented awards, and other initial enlistment paperwork. It doesn't seem that the Navy is looking to help me, I have to fight the bureaucracy. I joined the Navy to finish my education, I'm working on degrees in economics and mechanical engineering.

14. Whose job opinion means the most to you?

My supervisor.

15. How should a good supervisor manage a crew?

A good supervisor should have control over the crew, take responsibility for the crew and enforce any discipline for the crew. Must hold people accountable.

16. What makes a crew perform well together?

A close bond, teamwork, and a supervisor who takes responsibility.

17. What are the reasons for poor crew performance?

Lack of motivation and trust. A 'why should I?' attitude.

18. Does your supervisor restrict you in your work capacity (explain)?

Yes, I am given the responsibility but no authority with it. Sometimes my supervisor has a 'you will do it my way' attitude.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes, sometimes my supervisor has asked for improvement suggestions and has acted on them.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Yes. Because I am junior and the only EA in the unit, I was neglected from the Operations meeting. I asked to be brought up to speed and they did bring me into the loop.

21. Do you make more or less than your civilian counterparts with the same experience?

A whole lot less. Drafters and surveyors make more than I do.

22. Do you expect to get a raise every year? If so, why?

I don't expect one, but do expect inflation adjusted raises. I only think of pay raises that come with promotion.

23. Do base closures and defense spending cuts bother you at all (explain)?

No, I feel secure that if I could go to twenty years if I wanted to.

24. Has the quality of life for you improved or declined during your career (explain)?

Junior enlisted personnel who live in the barracks have poor quality of life standards.

For your family?

Navy family housing seems run down or dirty. I would rather live in town than on base if I had to raise a family.

25. How could the quality of life be improved?

Little things like an improved phone system on base. I understand the safety aspects of prohibiting cooking in the barracks, but I also feel that this leads to bad eating habits for us since there is no galley here.

26. Has the training improved or declined during your career (explain)?

I think it has declined. I can't seem to get any of the advanced training (C-school).

27. How could the training be improved?

I understand economics and funding cutbacks, so I can't see improving it through additional money. Programs like Seaman to Admiral and BOOST are really great. I think the Navy should make secondary education easier to get, and make more cross training available (like EMT).

28. Do you think social functions provide additional job satisfaction?

Yes, a big aspect of building unit morale. It brings more people closer together, get to meet family members and understand my peers, subordinates and supervisors.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #2, PO1

DATE: 18 May 95

1. What is your rating (job)? **Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.**

Construction Mechanic

What is your paygrade?

E-6

2. How long have you been a _____?

11 years (2 years aboard present unit)

3. Why did you become a _____?

It sounded like something I wanted to do. I grew up on a farm and enjoyed working on equipment.

4. What gives you the most job satisfaction?

You're the one who fixes it and keeps it running. Without mechanics, they have no equipment.

5. What gives you the most job dissatisfaction?

Given a job without giving you the authority. No decision making authority, I have to always go through the chain of command. When word is put out and then it gets changed constantly. There should be fair, uniform and consistent policies.

6. How enjoyable is your work?

I like my job, like being a Seabee and working in my rating.

7. If you could do it all over again, would you choose this profession?

Yes.

8. Does society respect your talents and skills?

I feel well-respected. My job is exactly the same on the outside, a job that has purpose and is well-defined.

9. Has the quality of work improved or declined during your career (explain)?

We have gotten bigger projects, but our management style causes us to take longer to finish projects.

10. Do you take your job home with you?

I seldom take paperwork home and seldom let problems interfere with my personal life. It does no good to worry about it.

11. How does your family feel about your profession?

Overall my wife is very supportive, but sometimes questions why we do the things we do.

12. What could your immediate supervisor do to make you get out of the service?

There's not much he could do.

13. What could upper level management do to make you get out of the service?

I haven't really thought about it. I am past the halfway mark for a career. I guess if maybe they offered me a big bonus to get out early.

14. Whose job opinion means the most to you?

My own

15. How should a good supervisor manage a crew?

Looks out for his people both up and down the chain of command. Takes responsibility and holds subordinates accountable.

16. What makes a crew perform well together?

Need to respect each other as people. Communication is a must. Take feedback from crew. No one person knows everything.

17. What are the reasons for poor crew performance?

A supervisor who won't listen to a better way of doing things.

18. Does your supervisor restrict you in your work capacity (explain)?

Not really with my technical work, but does with things outside of that like procedures, etc.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Not really applicable.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Our shop runs well with good participation. But, in general, you should involve others in decision making.

21. Do you make more or less than your civilian counterparts with the same experience?

It depends. If you stand duty and consider military exercises, definitely not. If normal work hours, it's about the same.

22. Do you expect to get a raise every year? If so, why?

We haven't really been getting them, cost of living adjustments are about it. But these don't cover inflation, because prices at the exchange and commissary are increasing more than our pay.

23. Do base closures and defense spending cuts bother you at all (explain)?

I feel comfortable that I can finish a career.

24. Has the quality of life for you improved or declined during your career (explain)?

Improved a lot (base housing, gym facilities and equipment, no more open-bay barracks).

For your family?

Yes, better facilities and more benefits.

25. How could the quality of life be improved?

Improve dental benefits (Delta Dental Plan). Overseas, dental is paid 100 %; other benefits seem better overseas.

26. Has the training improved or declined during your career (explain)?

Overall, it's about the same. For mechanics, you learn on the job (OJT). For advanced schools and courses, you get those in a battalion.

27. How could the training be improved?

Improved, up-to-date testing equipment for mechanics.

28. Do you think social functions provide additional job satisfaction?

Yes, but I hate it when the chain of command discourages family member participation.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #3, PO2

DATE: 18 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Construction Mechanic

What is your paygrade?

E-5

2. How long have you been a _____?

7 years (2 years aboard present unit)

3. Why did you become a _____?

I was in a hurry. Originally I was a carpenter before the Navy, but I couldn't get into the Builder rating. Also, I wanted to learn more about being a mechanic.

4. What gives you the most job satisfaction?

In the shop, it is good quality people who will do their jobs. I enjoyed the battalion deployments, traveling and seeing new places. I like the opportunity to learn about all types of equipment.

5. What gives you the most job dissatisfaction?

Irresponsible people; the poor quality/condition of our equipment; and lack of spare parts on hand.

6. How enjoyable is your work?

No problems with it if I can do my job.

7. If you could do it all over again, would you choose this profession?

Yes, I would have joined the Navy, but probably as a Builder because of my prior carpentry experience.

8. Does society respect your talents and skills?

Yes.

9. Has the quality of work improved or declined during your career (explain)?

It has its ups and downs. At this unit, the quality of work is great, especially with the stuff we have to fix it with.

10. Do you take your job home with you?

No, not really.

11. How does your family feel about your profession?

My wife is all for it.

12. What could your immediate supervisor do to make you get out of the service?

Nothing.

13. What could upper level management do to make you get out of the service?

Probably nothing; I'm set on getting 20 years in. Micro-management is a big one though.

14. Whose job opinion means the most to you?

My supervisor and my own.

15. How should a good supervisor manage a crew?

One who knows what is to be done and what's expected. Where Operations gives the supervisor the scope and parameters and allows the supervisor and crew to work out all the details and do their jobs. Must give the supervisor the responsibility and the authority.

16. What makes a crew perform well together?

Good leadership. Crew gets along well with each other. Same goals and on the same wavelength.

17. What are the reasons for poor crew performance?

Tension amongst the crew. Bad leadership. Micro-management.

18. Does your supervisor restrict you in your work capacity (explain)?

No.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes, definitely because of my position as the hazardous material coordinator.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Yes, I would enjoy more participation. At least, let us make suggestions or recommendations.

21. Do you make more or less than your civilian counterparts with the same experience?

Less.

22. Do you expect to get a raise every year? If so, why?

Kind of the norm, but I don't really know if I expect it.

23. Do base closures and defense spending cuts bother you at all (explain)?

No, I don't sweat it.

24. Has the quality of life for you improved or declined during your career (explain)?

About the same.

For your family?

About the same. The waiting list for housing is really bad.

25. How could the quality of life be improved?

Need to make more housing available, build more units or lease units in town.

The medical treatment process for service and family members is a big bureaucracy.

26. Has the training improved or declined during your career (explain)?

Improved. There is more training with more refresher courses.

27. How could the training be improved?

The Seabees seem to have a pretty even balance between training and production.

28. Do you think social functions provide additional job satisfaction?

Not necessarily job satisfaction, but definitely unit morale.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #4, PO1

DATE: 18 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Steelworker

What is your paygrade?

E-6

2. How long have you been a _____?

10 1/2 years (2 1/2 years aboard present unit)

3. Why did you become a _____?

The Construction Electrician rating wasn't open, Steelworker was my #2 choice. I like working with my hands.

4. What gives you the most job satisfaction?

A quality, safe product where people learn, both supervisor and crew.

5. What gives you the most job dissatisfaction?

Micro-management. We need to transfer power down to the E-5 level. Treat a person right and give them the opportunity to learn and feel they have accomplished something.

6. How enjoyable is your work?

Outstanding being a Seabee. I like community involvement and the recognition it brings to the Navy and the Seabees.

7. If you could do it all over again, would you choose this profession?

More than likely, I was raised in the military. During my initial enlistment, re-enlistment bonuses weren't explained to me. If they had been, I may have picked some other rating.

8. Does society respect your talents and skills?

Yes, through our community involvement and recognition. We have built a good reputation in the community and they call us if they need help. The same for other military activities on base.

9. Has the quality of work improved or declined during your career (explain)?

Work is good in general. Some occasional ups and downs. Reputation plays a big part in this.

10. Do you take your job home with you?

After-hours paperwork and planning is a given. I try not to take home problems mentally, that's my private time.

11. How does your family feel about your profession?

My wife is prior military and we discussed all of it prior to our marriage. She is very supportive and understanding.

12. What could your immediate supervisor do to make you get out of the service?

I am going to stay in for twenty, but don't treat me like dirt.

13. What could upper level management do to make you get out of the service?

I am going to stay for twenty.

14. Whose job opinion means the most to you?

My own, I'm my own worst critic.

15. How should a good supervisor manage a crew?

One who uses people to the best of their abilities. Giving the people an opportunity to learn in a safe and quality manner.

16. What makes a crew perform well together?

Individual drive and a want to succeed. You can lead a horse to water but you can't make him drink it. Leaders who know their people and assign them accordingly. Let the crew finish a job, but avoid assigning repetitious work.

17. What are the reasons for poor crew performance?

At a small unit like this, everyone knows everyone's business and sometimes personalities clash. Not taking care of your people. Overworking or always relying on your top performers.

18. Does your supervisor restrict you in your work capacity (explain)?

Yes, we have a working relationship and can come to a decision, but can restrict me to what he wants to do because he outranks me.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes, my position (as Safety and Quality Control Petty Officer) and my personality allow me to be heard.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

It's a give and take. My current position allows me to do this.

21. Do you make more or less than your civilian counterparts with the same experience?

With all the benefits, about the same. As a Steelworker trained in quality control and safety, I don't know.

22. Do you expect to get a raise every year? If so, why?

No, I work for the government. Do I think the military deserves it? Yes, cost of living necessitates this.

23. Do base closures and defense spending cuts bother you at all (explain)?

We are losing high quality, senior personnel. We need to better train mid-level and junior personnel to take over and carry this weight.

24. Has the quality of life for you improved or declined during your career (explain)?

It has stayed about the same.

For your family?

Deployment separations make it difficult. My upcoming battalion tour is really going to be a challenge for my family.

25. How could the quality of life be improved?

The Navy seems to be really working hard at this, but we are definitely behind in the game. The waiting list for housing is terrible.

26. Has the training improved or declined during your career (explain)?

More training is needed but it also costs money.

27. How could the training be improved?

Train anybody, junior or senior. Find a way. Bring the training back to the unit level. Acquire the needed funding to meet training needs. Pass on what you learn. 'Train the Trainer' concept is really good. Get people instructor qualified to ensure those with the knowledge can adequately pass it on. We need better communication, horizontally and vertically.

28. Do you think social functions provide additional job satisfaction?

Yes, very much so. Sports teams and social functions help with team building.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #5, PO1

DATE: 18 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Builder

What is your paygrade?

E-6

2. How long have you been a _____?

9 years (2 years aboard present unit)

3. Why did you become a _____?

I had some construction experience prior to the Navy. Since I come from a military family, the recruiter couldn't pull his scam. I wanted to be either an Equipment Operator or Builder, whichever rating I could get at the time.

4. What gives you the most job satisfaction?

Being assigned a task and left alone to get it completed. Producing a quality project.

5. What gives you the most job dissatisfaction?

Micro-management. Constant changes in procedures and policies.

6. How enjoyable is your work?

I love it.

7. If you could do it all over again, would you choose this profession?

Yes, but probably as an Electrician or Utilitiesman, where these skills are more specialized and more lucrative in the civilian sector.

8. Does society respect your talents and skills?

For the general public, we don't exist; we're too small in comparison with the rest of the Navy or military. For others in the military, once they have had the experience with Seabee work, we are very respected.

9. Has the quality of work improved or declined during your career (explain)?

For the Seabees in general, a little better. For me personally, much better.

10. Do you take your job home with you?

Yes, not often, only 2-3 times a month.

11. How does your family feel about your profession?

My wife isn't too hip on the Navy. She is too persistent on knowing all the details and the why. My kids love it.

12. What could your immediate supervisor do to make you get out of the service?

He has no control over me or my life. Supervisors are only temporary in the military.

13. What could upper level management do to make you get out of the service?

Not much. I think women in combat is a great idea.

14. Whose job opinion means the most to you?

I have to feel that I've done my best. The opinion of my peer group is also strong.

15. How should a good supervisor manage a crew?

Must have a working knowledge of the tasks, but not necessarily technical proficiency. Must treat crew with even respect. Must lead by example. Attentive of the needs of the crew. Consistency is the key.

16. What makes a crew perform well together?

A leader. An understanding of what is required and what is expected. Clear, defined and attainable goals.

17. What are the reasons for poor crew performance?

A disoriented, unskilled, powerless crew leader. Power must come with required authority. Dissatisfaction with career or occupation. And not eating well.

18. Does your supervisor restrict you in your work capacity (explain)?

Not much.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes, definitely.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

It happens now.

21. Do you make more or less than your civilian counterparts with the same experience?

With benefits, the same. My lifestyle is similar, but I probably don't have the same cash.

22. Do you expect to get a raise every year? If so, why?

No, and it chaps my ass.

23. Do base closures and defense spending cuts bother you at all (explain)?

No, we need to close more for all the services. As far as the dis-establishment of this unit, it has an impact with decreasing quality of our product, increased stress and anxiety levels with 30 or more people getting ready to transfer at once.

24. Has the quality of life for you improved or declined during your career (explain)?

Personally, it has improved. But for single, junior enlisted, it is declining.

For your family?

It varies by duty station location. Some are really good, others are bad.

25. How could the quality of life be improved?

The Navy needs to take a more realistic look at what is being cut. Our benefits seem to be getting cut hard. We need better facilities for our single, junior enlisted personnel and more family housing.

26. Has the training improved or declined during your career (explain)?

It has declined. All I have received is A-school and OJT. I can't get formal training.

27. How could the training be improved?

Funding and operational commitments.

28. Do you think social functions provide additional job satisfaction?

Yes, increases camaraderie and unit loyalty.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #6, PO2

DATE: 18 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid,
Equipment Operator, Mechanic, Steelworker, Utilitiesman.
Equipment Operator

What is your paygrade?

E-5

2. How long have you been a _____?

9 years (1 1/2 years aboard present unit)

3. Why did you become a _____?

Originally, I had orders to an aircraft carrier, but I didn't want to wait. There was an Equipment Operator slot open, so I took it.

4. What gives you the most job satisfaction?

I enjoy the outdoors, challenging projects, and a tangible project being built.

5. What gives you the most job dissatisfaction?

"My way or hit the highway" attitude.

6. How enjoyable is your work?

I enjoy it. I have gained a lot of cross-rate knowledge.

7. If you could do it all over again, would you choose this profession?

Yes, but not enlisted though.

8. Does society respect your talents and skills?

I think other parts of the Navy and military do. Civilians, not so; some don't like us.

9. Has the quality of work improved or declined during your career (explain)?

Most of our projects have been very worthwhile.

10. Do you take your job home with you?

Yes, sometimes both paperwork and problems.

11. How does your family feel about your profession?

My wife doesn't like the separation of deployments, but otherwise enjoys the travel.

12. What could your immediate supervisor do to make you get out of the service?

It varies.

13. What could upper level management do to make you get out of the service?

I take it enlistment by enlistment.

14. Whose job opinion means the most to you?

Mine.

15. How should a good supervisor manage a crew?

One that is able to listen and help you out. One who wouldn't give you something to do that he wouldn't do himself.

16. What makes a crew perform well together?

A strong crew leader or supervisor is a must. Crew must be tolerant of each other.

17. What are the reasons for poor crew performance?

Micro-management and laziness.

18. Does your supervisor restrict you in your work capacity (explain)?

No.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes, definitely my immediate supervisor does. Further up the chain of command, no.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Yes, I would. A supervisor needs to hear his crew out. If he chooses to not use our suggestions, then he should explain why.

21. Do you make more or less than your civilian counterparts with the same experience?

Less.

22. Do you expect to get a raise every year? If so, why?

Yes, because they (Congress) give themselves one.

23. Do base closures and defense spending cuts bother you at all (explain)?

Yes, you never know how long the Seabees will be around, but I could probably stay for twenty if I wanted. As far as the dis-establishment of this unit, it has impacted me because I just moved here and now I have to move again.

24. Has the quality of life for you improved or declined during your career (explain)?

Improved. It's better than a minimum pay job.

For your family?

Didn't pay much attention to this when I first enlisted.

25. How could the quality of life be improved?

Better medical and dental facilities and benefits for family members.

26. Has the training improved or declined during your career (explain)?

About the same.

27. How could the training be improved?

If someone wants the training, ask for volunteers first, instead of just filling a seat like they do in a battalion. You can't force someone to learn.

28. Do you think social functions provide additional job satisfaction?

Yes, relieves stress and pressure. Get a better understanding of the people and their feelings.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #7, PO2

DATE: 19 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Steelworker

What is your paygrade?

E-5

2. How long have you been a _____?

16 years (1 year aboard present unit)

3. Why did you become a _____?

I had prior construction experience as a heavy equipment operator.

4. What gives you the most job satisfaction?

Working as a team to accomplish the same goal. Doing a professional job with pride.

5. What gives you the most job dissatisfaction?

An indecisive crew leader or one who won't listen to others.

6. How enjoyable is your work?

I love it.

7. If you could do it all over again, would you choose this profession?

Yes.

8. Does society respect your talents and skills?

The military is an elite group that demonstrates professionalism in all functions, especially in public functions.

9. Has the quality of work improved or declined during your career (explain)?

It has stayed about the same for me.

10. Do you take your job home with you?

I don't take paperwork home, but I do vent my problems at home.

11. How does your family feel about your profession?

My wife is a professional nurse and doesn't quite understand everything we do.

12. What could your immediate supervisor do to make you get out of the service?

The supervisor is only temporary, I can go on to my next duty station.

13. What could upper level management do to make you get out of the service?

The same as question # 12, it's only temporary before I move to my next duty.

14. Whose job opinion means the most to you?

My crew and supervisor's.

15. How should a good supervisor manage a crew?

Know your people, know their capabilities and expertise.

16. What makes a crew perform well together?

Work together as a team.

17. What are the reasons for poor crew performance?

Bad morale.

18. Does your supervisor restrict you in your work capacity (explain)?

Not necessarily in my work capacity, but in the way things are done (decisions and procedures).

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

I think when a project is assigned, the crew should brainstorm and present the ideas up the chain of command. Who knows my job better than I do? If the crew knows how to do it and can't do it their way, the right way, bad morale results.

21. Do you make more or less than your civilian counterparts with the same experience?

Less.

22. Do you expect to get a raise every year? If so, why?

I would like to see it.

23. Do base closures and defense spending cuts bother you at all (explain)?

I think the Seabees will be around for a while. The impact of this unit being disestablished hasn't had much affect on me.

24. Has the quality of life for you improved or declined during your career (explain)?

It has gotten a whole lot better. I used to sleep in plywood seahuts in Diego Garcia.

For your family?

I was single when I joined, so I can't say.

25. How could the quality of life be improved?

Better medical and dental facilities and benefits for family members. Units should do more to help out the families, things like get-togethers.

26. Has the training improved or declined during your career (explain)?

We always seem to be emphasizing training, but not really effectively. The Seabees seem to be more production oriented than training.

27. How could the training be improved?

We ought to be able to get something out of it. It seems to be the same old thing. We need something useful, instead of so much general military and Navy policy training. If someone has financial problems, don't punish the whole unit with financial management training over and over.

28. Do you think social functions provide additional job satisfaction?

Yes, softball teams and unit parties are a good idea.

Interview Questionnaire -- U.S. Navy Construction Personnel

NAME: Military #8, PO2

DATE: 19 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.
Utilitiesman

What is your paygrade?

E-5

2. How long have you been a _____?

6 years (3 years aboard present unit)

3. Why did you become a _____?

After boot camp, I was headed for a ship. There was a UT slot open, so I went for it.

4. What gives you the most job satisfaction?

Doing a job in a professional fashion with pride. Working with others for the same goal.

5. What gives you the most job dissatisfaction?

Micro-management.

6. How enjoyable is your work?

Love it.

7. If you could do it all over again, would you choose this profession?

Yes.

8. Does society respect your talents and skills?

Some of our work goes unnoticed. But our big projects get high visibility and we end up getting a lot of respect.

9. Has the quality of work improved or declined during your career (explain)?

We have gotten really good projects since I reported here.

10. Do you take your job home with you?

Some after-hours work, but, in general, when I'm off, I'm off.

11. How does your family feel about your profession?

My wife is a CE2 and completely understands.

12. What could your immediate supervisor do to make you get out of the service?

There are some times, but in general, things are only temporary and I can move on to my next duty station.

13. What could upper level management do to make you get out of the service?

The same as question # 12, it's only temporary before I move to the next duty station.

14. Whose job opinion means the most to you?

My crew and supervisor's.

15. How should a good supervisor manage a crew?

Common sense, not always by the book. Listen to your people.

16. What makes a crew perform well together?

Communication. Having a good time. Learning from each other.

17. What are the reasons for poor crew performance?

Lack of communication. Micro-management. Even if we get pissed off, we'll still do our job because of the pride we have.

18. Does your supervisor restrict you in your work capacity (explain)?

Yes, when orders come from top-down.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes, he listens to ideas and will go with it.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

The one thing I don't like about the Navy is the power trip that comes with rank. Some people tend to forget where they came from and won't listen to those below them who may know the right or best way to do the job.

21. Do you make more or less than your civilian counterparts with the same experience?

The big picture with benefits and all, it's about equivalent.

22. Do you expect to get a raise every year? If so, why?

I don't expect it, but I would like to see it.

23. Do base closures and defense spending cuts bother you at all (explain)?

No. As far as any impact from this unit being disestablished, I've been through it before.

24. Has the quality of life for you improved or declined during your career (explain)?

About the same for me.

For your family?

I was single when I joined, so I can't say.

25. How could the quality of life be improved?

Better medical and dental facilities and benefits for family members.

26. Has the training improved or declined during your career (explain)?

Same as Military #7.

27. How could the training be improved?

We need more hands-on, instead of so much classroom training. Training seems to be a numbers game, something the commands have to do to justify all the GMT and other Navy-speak. The commands may be limited by those further up in the chain of command.

28. Do you think social functions provide additional job satisfaction?

Yes, you learn more about your people and can better work with them.

Interview Questionnaire -- U.S. Navy Construction Personnel

NAME: Military #9, PO1

DATE: 19 May 95

1. What is your rating (job)? **Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.**

Equipment Operator

What is your paygrade?

E-6

2. How long have you been a _____?

12 years (1 year aboard present unit)

3. Why did you become a _____?

I wanted to be in construction/Seabees for job security. I'm a third generation Seabee. There were 3 or 4 ratings that I wanted and the EO rating was open when I signed up.

4. What gives you the most job satisfaction?

I like a challenge. With training and schools, I can take something I've learned and prove it on challenging projects. Also, I like the camaraderie of the Seabees.

5. What gives you the most job dissatisfaction?

Not being able to work in the capacity you are capable of working in. Someone may be a subject matter expert, but isn't allowed to use all of his training or expertise; not being able to perform to fullest potential.

6. How enjoyable is your work?

I love being a Seabee.

7. If you could do it all over again, would you choose this profession?

Yes.

8. Does society respect your talents and skills?

Within the military, we get good respect. We have a lot of big expectations to live up to with our past successes. Desert Shield/Desert Storm brought us an upswing of patriotism from the general public, this has a big motivation impact.

9. Has the quality of work improved or declined during your career (explain)?

It has improved 100% since I've been in. We have larger scale projects with less people.

10. Do you take your job home with you?

Yes, paperwork, planning, performance evaluations. Problem-wise, not really.

11. How does your family feel about your profession?

My wife is a prior Seabee, completely understands, and is totally supportive.

12. What could your immediate supervisor do to make you get out of the service?

I plan on making a career. I can put up with good and bad.

13. What could upper level management do to make you get out of the service?

If a 15 year retirement is offered to me, I may take it. I have had some college courses and if I completed my off-duty degree, I would probably take the 15 year retirement plan if offered.

14. Whose job opinion means the most to you?

My opinion and personal pride govern my work. The project requirements are only a minimum and may not be up to my standards. Compliments from upper level about our work gives me a good feeling. I also want my troops' understanding of everything about the job.

15. How should a good supervisor manage a crew?

#1 is taking care of your troops. Set the best example. Provide your troops with training, tools, material and proper management. Plan ahead, prepare your crew on issues other than just the project. Pass on your knowledge, and experience.

Remember where you came from. Ensure your crew knows group and individual expectations. Finally, be responsible.

16. What makes a crew perform well together?

Good communication, strong chain of command. Esprit de corps. 100% equal effort, no slackers. Be a team player.

17. What are the reasons for poor crew performance?

Ineffective leader who sets a bad example. No trust or communication. Not taking care of the troops.

18. Does your supervisor restrict you in your work capacity (explain)?

Top heavy commands like this tend to restrict authority. Micro-management. Given responsibility but no authority is counterproductive.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

In general, open to suggestions, may not always act on them.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Crews should be allowed/encouraged to make suggestions, grow and learn. Leaders should listen and be receptive. Decisions are case by case, but there should be a clear line as to who makes the final decision. Ask for input, consider it, make decision, then explain your decision; this builds respect.

21. Do you make more or less than your civilian counterparts with the same experience?

With all we go through, less. This is also location dependent.

22. Do you expect to get a raise every year? If so, why?

As long as inflation keeps rising. You don't join the military to get rich.

23. Do base closures and defense spending cuts bother you at all (explain)?

I try to stay up on all the issues. I know it has to happen. The big picture issues are very important and I try to pass on this information to my troops so they will understand. The dis-establishment of this unit has not had a very big impact. My family is making another move sooner which isn't good, but it's not a major obstacle. Work-wise, no impact; we still maintain our quality standards.

24. Has the quality of life for you improved or declined during your career (explain)?

It has improved a bit. The Navy seems to be taking a hard look at these issues and listening to the troops.

For your family?

Medical and dental benefits have declined.

25. How could the quality of life be improved?

See how the Air Force does it. We must always remember the families.

26. Has the training improved or declined during your career (explain)?

Better. The Seabees seem to be fairly balanced between production and training, but depends on the command and the situation.

27. How could the training be improved?

Allow more funding unit by unit. Use training as an incentive.

28. Do you think social functions provide additional job satisfaction?

They help camaraderie and esprit de corps as long as it maintains itself as a social function to let your hair down. Counter-productive if you feel there are a bunch of watchdogs out to get you for having a good time.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #10, PO1

DATE: 19 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Construction Electrician

What is your paygrade?

E-6

2. How long have you been a _____?

11 years (1 1/2 years aboard present unit)

3. Why did you become a _____?

Originally, I was a Personnelman aboard a ship. I didn't like being on a ship. I met a Seabee and decided to cross-deck to the Seabees.

4. What gives you the most job satisfaction?

Independent work and working with a crew.

5. What gives you the most job dissatisfaction?

Given jobs that are out of your area of expertise, knowledge or experience; need proper preparation prior to that. Lack of trust.

6. How enjoyable is your work?

Yes, it's enjoyable.

7. If you could do it all over again, would you choose this profession?

No, I have more administrative skills than technical skills.

8. Does society respect your talents and skills?

Yes.

9. Has the quality of work improved or declined during your career (explain)?

It has improved for this command. We used to only get small construction and repair projects. Now, the projects are much better, larger scope, from ground-up; giving us more satisfaction.

10. Do you take your job home with you?

Everyday.

11. How does your family feel about your profession?

She always supports me 100%.

12. What could your immediate supervisor do to make you get out of the service?

If I had my U.S. citizenship at the time when separation incentives were being offered, I may have gotten out. Now, those incentive programs are no longer in place.

13. What could upper level management do to make you get out of the service?

See question #12.

14. Whose job opinion means the most to you?

Superiors' opinions affect you the most. Personally, I'm not looking for compliments. What I present is a finished product of my best effort.

15. How should a good supervisor manage a crew?

Communication up and down the chain of command. A plan and feedback.

16. What makes a crew perform well together?

Trust and communication. Delegation with expectations; trust the crew can do it based on their knowledge; know your people.

17. What are the reasons for poor crew performance?

Lack of control over situations.

18. Does your supervisor restrict you in your work capacity (explain)?

In some cases within my field, you are told to do it someone else's ways (i.e. told to follow inconsistent plans and specs).

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

In general, open to suggestions, may not always act on them.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Decision making cannot be delegated all the way down due to inexperience. Top-heavy commands prevent getting decision making down to the E-6 level where it should be.

21. Do you make more or less than your civilian counterparts with the same experience?

Less.

22. Do you expect to get a raise every year? If so, why?

We should.

23. Do base closures and defense spending cuts bother you at all (explain)?

It really has me concerned with how the Navy is handling retention policies. There is a tendency in a draw-down for head-hunting, kicking out sailors without thinking about their lives and what it will do to them. The dis-establishment of this unit has cut short my time here, but it gave me a chance to get transfer orders to a better job that will benefit me in a location that I like.

24. Has the quality of life for you improved or declined during your career (explain)?

If we get a pay raise, we'll be able to improve our own, personal quality of life.

For your family?

Not applicable.

25. How could the quality of life be improved?

A pay raise. Improvements vary from location to location. This should be taken into consideration, especially with high cost of living areas.

26. Has the training improved or declined during your career (explain)?

It has improved, but after you get so many courses and schools, it seems to stop.

27. How could the training be improved?

Increased refresher training, even after you have completed advanced technical training.

28. Do you think social functions provide additional job satisfaction?

Only if it is voluntary. Some are cautious of people trying to 'check up' on them at such functions and a fear of reprisal for having a good time.

Interview Questionnaire -- U.S. Navy Construction Personnel

NAME: Military #11, PO2

DATE: 19 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Builder

What is your paygrade?

E-5

2. How long have you been a _____?

6 years (10 months aboard present unit)

3. Why did you become a _____?

I had prior carpentry experience. There wasn't a slot for the rating I was assigned, but there was a Builder slot open, so I took it.

4. What gives you the most job satisfaction?

When you can go to work and at the end of the day, you can look back and see what you accomplished. It's never the same thing.

5. What gives you the most job dissatisfaction?

I hate being told one thing and something else happening.

6. How enjoyable is your work?

I like it, but some aspects of the management get me down. Everyone says it is training, so let's make it like training. Let us make our mistakes and learn from them. It tends to be more politics than anything.

7. If you could do it all over again, would you choose this profession?

I would not join the Navy again, knowing what I know now. I have a building trades associate degree and would pursue it from that way.

8. Does society respect your talents and skills?

Other parts of the Navy, no, until they want something. We fit in more with the Marines or the Army, who treat us much better. I get a lot of job offers from civilians because I am a Seabee.

9. Has the quality of work improved or declined during your career (explain)?

Incredibly better. I hate busting my ass on projects that won't get used. I love it when I can see my projects being used when they are completed. I also love the civic action we do.

10. Do you take your job home with you?

Yes.

11. How does your family feel about your profession?

My family doesn't want me here, they don't feel like I am going anywhere, but I do.

12. What could your immediate supervisor do to make you get out of the service?

I see that things are only temporary in the military.

13. What could upper level management do to make you get out of the service?

I can see that the Navy can get me some things in life that I want.

14. Whose job opinion means the most to you?

We need praise from above and from peers, not just criticism. Why not be told you did something right?

15. How should a good supervisor manage a crew?

The crew and the project are the main concerns. Take care of the crew while meeting job goals.

16. What makes a crew perform well together?

Respect and trust.

17. What are the reasons for poor crew performance?

Being told something and not getting it, shallow promises. Recognition to the wrong person or none at all. No communication. No purpose for or advance warning of changes.

18. Does your supervisor restrict you in your work capacity (explain)?

Yes, he doesn't let me use the talent that I have. This goes back to trust and micro-management issues.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Our supervisors are already restricted by their superiors. But, in general, in a battalion, yes.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Yes, I think it's always good to take input and listen to all ideas. Not everyone should have decision making authority though.

21. Do you make more or less than your civilian counterparts with the same experience?

We are underrated and underpaid in all aspects. Our hardships outweigh everything, but you take what you are given.

22. Do you expect to get a raise every year? If so, why?

If Congress does, I should.

23. Do base closures and defense spending cuts bother you at all (explain)?

No, I think we need it. The dis-establishment of this unit has made all of our projects schedule or production driven. We get training only if it fits the schedule.

24. Has the quality of life for you improved or declined during your career (explain)?

Up until I got here, it was improving. I don't see it happening here.

For your family?

My family will tell you the same.

25. How could the quality of life be improved?

The Navy seems to be on track, but we need to take a closer look at housing.

26. Has the training improved or declined during your career (explain)?

I am dying for some training, but I just can't seem to get it. I hate being untrained.

27. How could the training be improved?

Need more in-rate training and OJT at the CBU's. Battalions are good for training. If we are promoting off-duty education, we need to allot the time for the troops to do it, or just not allow it. Training definitely improves morale.

28. Do you think social functions provide additional job satisfaction?

They promote it, but we aren't given the time or chance to do it.

Interview Questionnaire -- U.S. Navy Construction Personnel

NAME: Military #12, PO3

DATE: 19 May 95

1. What is your rating (job)? **Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.**

Equipment Operator

What is your paygrade?

E-4

2. How long have you been a _____?

5 1/2 years (1 1/2 years aboard present unit)

3. Why did you become a _____?

I have always had a fascination with cranes, and I had some prior operating experience.

4. What gives you the most job satisfaction?

A lot of cross-rate experience. I enjoy building things, standing back, and saying I built that.

5. What gives you the most job dissatisfaction?

Micro-management. When someone may have the experience, but isn't allowed to give input or to be heard.

6. How enjoyable is your work?

I love all aspects of construction.

7. If you could do it all over again, would you choose this profession?

Construction, yes, but I would have probably gone to college first in engineering.

8. Does society respect your talents and skills?

It's mixed, some do, both in and out of the military.

9. Has the quality of work improved or declined during your career (explain)?

Yes, incredibly better. I really like the civic action we do. You hardly ever get to see a project get started and completed by the same battalion on deployment.

Here, we've gotten really good and worthwhile projects.

10. Do you take your job home with you?

I try not to, but sometimes I do.

11. How does your family feel about your profession?

They love it. I'm doing something my father always wanted to do.

12. What could your immediate supervisor do to make you get out of the service?

I wanted to get an early-out separation for personal reasons. But I have since split up with my wife and now I am thinking I will stay.

13. What could upper level management do to make you get out of the service?

See question #12.

14. Whose job opinion means the most to you?

The crew standing right there beside me. More than not here, management will always find something wrong with our jobs.

15. How should a good supervisor manage a crew?

Someone who sees both sides. Takes suggestions and listens, whether used or not. Takes care of the crew.

16. What makes a crew perform well together?

Respect and trust. Good planning.

17. What are the reasons for poor crew performance?

No recognition for good performance. No communication. Praise given to the supervisor, but it doesn't get passed down to those who deserve it. Getting bounced around for no particular reason or lack of planning.

18. Does your supervisor restrict you in your work capacity (explain)?

Yes, a 'do it my way' attitude without listening to our suggestions.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Same as Military #11.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

At least let the crew provide input to supervisor, who will listen to it and give it a chance. You have got to have leadership, not everyone should have decision making authority.

21. Do you make more or less than your civilian counterparts with the same experience?

Less, but a lot more benefits than they have. Our hardships (deployments, exercises, duty, etc.) outweigh those. We have to be ready to go anywhere, anytime. Other branches of the military and foreign militaries seem to get treated better in this area.

22. Do you expect to get a raise every year? If so, why?

Yes.

23. Do base closures and defense spending cuts bother you at all (explain)?

No, I believe we need the cuts, but we aren't going about it the right way, aren't focusing on the hard issues. I don't think the dis-establishment of this unit has

lowered our productivity. At times, most of us have taken a 'who cares?' attitude with regard for quality, but just initially.

24. Has the quality of life for you improved or declined during your career (explain)?

Improving, but it's not real good here.

For your family?

Declining.

25. How could the quality of life be improved?

The Navy seems to be on track, but it's tough with budget cuts. Housing and housing allowances need to be re-evaluated. We also need the right tools for the right job.

26. Has the training improved or declined during your career (explain)?

In the battalions, the training is excellent and you get a lot of it. When you leave the battalion and come to a CBU, there isn't much training and this is supposed to be a training command.

27. How could the training be improved?

Need more in-rate training, formal/advanced training, educational opportunities. We also need to be more consistent with the training and not show favoritism.

28. Do you think social functions provide additional job satisfaction?

Yes, but sometimes base leagues interfere with our operational commitments. Also don't make social functions mandatory.

Interview Questionnaire -- U.S. Navy Construction Personnel

NAME: Military #13, PO3

DATE: 25 May 95

1. What is your rating (job)? **Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.**

Equipment Operator

What is your paygrade?

E-4

2. How long have you been a _____?

7 years (1 year aboard present unit)

3. Why did you become a _____?

Since I was a kid, I have always liked heavy equipment. My father is in the construction business, so I decided to get into it.

4. What gives you the most job satisfaction?

To see a project being built. After it is finished, I can look at it and say I had a part in it, bringing something from nothing to a finished building or project.

5. What gives you the most job dissatisfaction?

When your daily or weekly plans get to a stand-still because of lack of supplies. You know you have put forth maximum effort and now can't get going and get it done without the supplies. It really gets me down.

6. How enjoyable is your work?

Yeah, I love my job.

7. If you could do it all over again, would you choose this profession?

I'm pretty sure I would. But when a rate is closed (less advancement opportunities), it can really get you down.

8. Does society respect your talents and skills?

Most definitely, especially those we have done work for, both military and civilian. If anybody needs anything, they always call us.

9. Has the quality of work improved or declined during your career (explain)?

About the same for EO's.

10. Do you take your job home with you?

It's kind of hard not to.

11. How does your family feel about your profession?

They are very supportive, 100%.

12. What could your immediate supervisor do to make you get out of the service?

I am being medically discharged because I am a diabetic, making me non-deployable. But, if I could stay, I know I could go to work and deal with anything. Eventually one of us would move on.

13. What could upper level management do to make you get out of the service?

Not much, again if I could stay in.

14. Whose job opinion means the most to you?

Myself.

15. How should a good supervisor manage a crew?

Must listen to his people. The crew may know a better way to do something.

16. What makes a crew perform well together?

Good morale is a must. One bad crew member may bring the whole crew down.

17. What are the reasons for poor crew performance?

Lack of good morale.

18. Does your supervisor restrict you in your work capacity (explain)?

We get along really well. He knows I will get my job done and he lets me do it.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes, see previous question. This applies to my immediate supervisor only.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Yes, upper level management can't always be there because of administrative duties. The crew is the one most affected by decisions and should have some input.

21. Do you make more or less than your civilian counterparts with the same experience?

Less.

22. Do you expect to get a raise every year? If so, why?

At least something to compensate for cost of living.

23. Do base closures and defense spending cuts bother you at all (explain)?

We are closing a lot of places and cutting people, but sooner or later we will have to increase and open it all back up again with all the trouble going on in the world today. The dis-establishment of this unit kind of brought me down because I tried so hard to get stationed in Texas and, if I were staying in, I would have to move again.

24. Has the quality of life for you improved or declined during your career (explain)?

For me with the Seabees, it has stayed about the same. In the battalions, we end up improving quality of life in our barracks by fixing it all up ourselves.

For your family?

Wouldn't apply to me right now.

25. How could the quality of life be improved?

Improve the equipment we get to operate. It seems we always get the leftovers compared to other services.

26. Has the training improved or declined during your career (explain)?

About the same.

27. How could the training be improved?

We just need to make more of it available. The battalions are much more balanced with training and production than CBU's, where we are production, production, production.

28. Do you think social functions provide additional job satisfaction?

They help improve morale and understanding of all the personnel.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #14, PO3

DATE: 25 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Construction Mechanic

What is your paygrade?

E-4

2. How long have you been a _____?

6 years (2 years aboard present unit)

3. Why did you become a _____?

I had prior construction experience and a 2 year associate degree in mechanics. It seemed like a good field to get in.

4. What gives you the most job satisfaction?

Every project or piece of equipment is different. You are always learning.

5. What gives you the most job dissatisfaction?

Lack of supplies. When you don't have the proper tools on hand (analyzers, metric tools, etc.). Lack of funding.

6. How enjoyable is your work?

Yes, it's enjoyable.

7. If you could do it all over again, would you choose this profession?

Yes, you can't beat being in the Seabees. The advancements are tough though.

8. Does society respect your talents and skills?

Definitely, anyone who has had any dealings with us. We do lots of community work. The Seabees have a good name in the military and the civilian community.

9. Has the quality of work improved or declined during your career (explain)?

It is improving due to the larger projects we are now taking on. We are getting bigger projects and tasks due to the budget cuts and our people are learning from these projects.

10. Do you take your job home with you?

Real hard not to at this unit with so much to get done. In the battalions, it's a lot easier not to take it home with you.

11. How does your family feel about your profession?

My wife likes me being in the military with all the benefits. The deployment separations are difficult for her and the kids, but they are getting used to it and help me through them.

12. What could your immediate supervisor do to make you get out of the service?

Things are temporary and I can pretty much deal with anything.

13. What could upper level management do to make you get out of the service?

Not much, people can pretty much adapt to anything.

14. Whose job opinion means the most to you?

Myself.

15. How should a good supervisor manage a crew?

Someone who listens to what the crew has to say and not completely dominate you on every step or detail. The crew has knowledge and experience that can be used and learned.

16. What makes a crew perform well together?

Know your people and assign them accordingly, those who work well together. Keep them happy and they will do a better job with less resistance and in-fighting.

17. What are the reasons for poor crew performance?

Micro-management and lack of morale.

18. Does your supervisor restrict you in your work capacity (explain)?

I enjoy working with my supervisor. There are only two of us in our shop and he doesn't restrict me much. We help each other out.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Yes, with my immediate supervisor, see previous question. Higher up though, it seems like 'my way or no way' attitude.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Yes, the crews are the ones most affected and upper level management can't really see everything that's going on and what the effect will be of the decisions.

21. Do you make more or less than your civilian counterparts with the same experience?

Less.

22. Do you expect to get a raise every year? If so, why?

Can't say a pay raise but something to compensate for the cost of living. Without work on the side after-hours, I'd probably be in debt.

23. Do base closures and defense spending cuts bother you at all (explain)?

It cuts down on manpower, making advancements tighter with less job opportunities. I believe I can stay in to retirement, it's just a little harder. One of the worst things the Navy is doing is cutting CBU's like this one. The Seabees save the military lots of money and our projects tend to have better longevity and quality since we are not as schedule or profit driven like civilian contractors.

24. Has the quality of life for you improved or declined during your career (explain)?

It hasn't changed much. There is a lot more stress to actually staying around, but the Navy seems to be trying hard in this area.

For your family?

About the same for them.

25. How could the quality of life be improved?

The pay is too low especially for E-3's and E-4's. We don't quite qualify for extra help like food stamps, but still can't quite make it. We need better compensation for location of duty stations. I have to keep outside jobs to make it.

26. Has the training improved or declined during your career (explain)?

About the same.

27. How could the training be improved?

It is difficult to get into schools because of funding. Need to make more of it available. Here, production is weighed more heavily than training, but our bigger projects may help with the on-hands training we get there. The battalions are much more balanced.

28. Do you think social functions provide additional job satisfaction?

Help improve morale and good stress reliever.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #15, PO2

DATE: 25 May 95

1. What is your rating (job)? **Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.**

Construction Electrician

What is your paygrade?

E-5

2. How long have you been a _____?

6 years (3 years aboard present unit)

3. Why did you become a _____?

I did well on the electrical portion of the entrance exam. I like my rating and enjoy working with my hands.

4. What gives you the most job satisfaction?

It's hands-on. You can see what you have accomplished.

5. What gives you the most job dissatisfaction?

People that you work for always seem to be in a hurry. Too many chiefs and not enough Indians. Also, conflicting orders.

6. How enjoyable is your work?

I am very happy being an electrician.

7. If you could do it all over again, would you choose this profession?

Yes.

8. Does society respect your talents and skills?

Yes, after they find out what we're about.

9. Has the quality of work improved or declined during your career (explain)?

This is only my second tour of duty. My first tour, I worked more in my rate then. It's probably getting better.

10. Do you take your job home with you?

Not often.

11. How does your family feel about your profession?

They like it and are proud of me. My wife likes it for now.

12. What could your immediate supervisor do to make you get out of the service?

For me, I'm still enjoying the Navy life, and my supervisor or the Navy can't do much to get me out.

13. What could upper level management do to make you get out of the service?

See question #12.

14. Whose job opinion means the most to you?

Myself and my peers.

15. How should a good supervisor manage a crew?

Understand what the crew can and can't do. Explain what is expected. Communication.

16. What makes a crew perform well together?

All people are different and it can be hard to relate yourself to others. How you communicate with others is big. Some don't give a damn, so I avoid them.

17. What are the reasons for poor crew performance?

Lack of communication between project supervisor and crew leader (and down to the crew).

18. Does your supervisor restrict you in your work capacity (explain)?

Yes, he has a 'his way or the highway' attitude. It's hard to read his mind sometimes.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Most of the times he will listen to me.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

Everyone should have some input that should be considered.

21. Do you make more or less than your civilian counterparts with the same experience?

Less with all the work we do and all the skills we have.

22. Do you expect to get a raise every year? If so, why?

I hope to.

23. Do base closures and defense spending cuts bother you at all (explain)?

They affect everything: advancements, transfers, facilities, benefits. A chain reaction. The dis-establishment of this unit has made everything here more schedule or time driven.

24. Has the quality of life for you improved or declined during your career (explain)?

For me, it's stable.

For your family?

I just got married, so I really can't say.

25. How could the quality of life be improved?

It's up to the service members, so the Navy needs to ask them for their suggestions.

26. Has the training improved or declined during your career (explain)?

It's changed a little. We seem to stress more on safety and Total Quality Leadership training.

27. How could the training be improved?

In a battalion, you get to work more in your rating. Here at a CBU, you do everything. This cross-rate experience is not really bad, it's good, but training may suffer a little.

28. Do you think social functions provide additional job satisfaction?

Yes, you can begin to see everyone communicating.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #16, PO1

DATE: 25 May 95

1. What is your rating (job)? **Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.**

Utilitiesman

What is your paygrade?

E-6

2. How long have you been a _____?

12 years (1 1/2 years aboard present unit)

3. Why did you become a _____?

I had some prior construction experience in general carpentry and this field of construction was something I wanted to learn more about.

4. What gives you the most job satisfaction?

I like building something, being outdoors. Also, seeing a project transform as it progresses.

5. What gives you the most job dissatisfaction?

Poor communication and micro-management. Someone breathing down my back when I'm doing a task.

6. How enjoyable is your work?

If I didn't have to contend with the issues in question #5, it would be great. I love what I'm doing though.

7. If you could do it all over again, would you choose this profession?

Absolutely.

8. Does society respect your talents and skills?

Yes, once they realize what we are all about and how much they need and want us. On the civilian side, people may not accept me as a female plumber.

9. Has the quality of work improved or declined during your career (explain)?

We can save the government a lot of money on projects and we need to do more projects. Overseas, our impact could be even greater in these savings. I have gotten some really good jobs in places.

10. Do you take your job home with you?

Oh, here, my God, yes. As a work center supervisor, paperwork is expected to be done after-hours. Stress-wise, no.

11. How does your family feel about your profession?

My husband, a Navy Chief Petty Officer, thinks it's great, especially when he needs me to do repairs around the house.

12. What could your immediate supervisor do to make you get out of the service?

Short of getting me kicked out, I'm in for the long haul.

13. What could upper level management do to make you get out of the service?

It's not the Navy or your supervisor who makes your career choices.

14. Whose job opinion means the most to you?

Myself and my peers. It seems to be the Navy's way to not give much praise from higher up the chain, so I do it for me and my peers.

15. How should a good supervisor manage a crew?

Give the crew the tasking and then let them go and follow up. If job isn't done correctly, discipline them. If it is done, praise them. The expectations of the supervisor are very important.

16. What makes a crew perform well together?

Anyone can work with anyone, once they learn where their niche is and know what's expected of them. This has nothing to do with personalities. I may not want to party with that person, but I'll still work with him or her.

17. What are the reasons for poor crew performance?

Morale, poor communication. Interference from upper management, not using the chain of command to get policies, orders, information out.

18. Does your supervisor restrict you in your work capacity (explain)?

I would say yes, lack of communication on the job site. Not using the chain of command correctly. We're expected to use it, but it doesn't seem to apply to upper management.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

I believe so now, there has been a recent change in supervisors. Before that, no.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

There should be input from everybody, if you actually want to practice TQL. Realistically, it doesn't happen.

21. Do you make more or less than your civilian counterparts with the same experience?

Less, considering plumbers can make \$40 per hour or more.

22. Do you expect to get a raise every year? If so, why?

More like a wish.

23. Do base closures and defense spending cuts bother you at all (explain)?

Yes, trying to get established at a duty location and not knowing when or if the carpet will be pulled out from under you. Spending cuts also mean no pay raises; facilities and benefits start eroding. The dis-establishment of this unit has actually improved my morale since I will be staying here for another tour at the station.

24. Has the quality of life for you improved or declined during your career (explain)?

As I have advanced, monetarily, it has improved.

For your family?

Rank has its privileges except when it comes to day care charges. I pay the same rate as an O-5. MWR benefits and events have declined making it bad for the young kids stuck in the barracks.

25. How could the quality of life be improved?

Ask the troops what they want, get a consensus from them. For the single sailors, more MWR benefits and better barracks. For married sailors, improved housing. If you want to improve something, go to the source.

26. Has the training improved or declined during your career (explain)?

It hasn't really changed much. Here, we tend to stress more on GMT than in-rate training. CBU's are supposed to be training commands, but everything tends to be more GMT and production.

27. How could the training be improved?

Take on smaller projects to allow for more in-rate training. Not necessarily less projects, but those where you can put more emphasis on training.

28. Do you think social functions provide additional job satisfaction?

Absolutely, it builds camaraderie and esprit de corps.

Interview Questionnaire – U.S. Navy Construction Personnel

NAME: Military #17, PO2

DATE: 25 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Builder

What is your paygrade?

E-5

2. How long have you been a _____?

6 years (2 years aboard present unit)

3. Why did you become a _____?

I had some prior construction experience in residential construction and steelwork.

4. What gives you the most job satisfaction?

Doing the work, completing it and seeing the product of construction.

5. What gives you the most job dissatisfaction?

To be jerked around from job to job, getting assigned to work parties when you have project tasking to get done. Micro-management.

6. How enjoyable is your work?

I love being a BU.

7. If you could do it all over again, would you choose this profession?

Yes.

8. Does society respect your talents and skills?

Most people don't know much about the Seabees.

9. Has the quality of work improved or declined during your career (explain)?

It's better here. In a battalion, you don't often get to start a project and finish it.

10. Do you take your job home with you?

I take my paperwork home with me but not my problems. I don't want to overdo it and neglect my family.

11. How does your family feel about your profession?

They are ecstatic about my work.

12. What could your immediate supervisor do to make you get out of the service?

Supervisors are only temporary, but paperwork (evaluations, counseling, etc.) is not.

13. What could upper level management do to make you get out of the service?

If upper echelon makes it uncomfortable for me and I have a stable life with money saved, I'd get out.

14. Whose job opinion means the most to you?

What gets me going is when a supervisor comes in and praises us for a good job. I try to do my best at everything.

15. How should a good supervisor manage a crew?

Someone who knows his crew and uses them to the best of their abilities. Needs to know how to deal with things and handle things at the lowest level possible. Reward people for good performance and get it properly documented.

16. What makes a crew perform well together?

Teamwork, know how to get along as a team.

17. What are the reasons for poor crew performance?

People who don't know how to handle themselves when they are having a bad day or needing help. Rely on your team and return the favor.

18. Does your supervisor restrict you in your work capacity (explain)?

Some do, some don't. Some say do it their way only. We need feedback.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

Can't say yes or no.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

The crew leader should have some sort of decision making authority, but the project supervisor should have the overall authority. You shouldn't have to go all the way up the chain of command to get answers on small details.

21. Do you make more or less than your civilian counterparts with the same experience?

I don't have the slightest idea, but it's probably close.

22. Do you expect to get a raise every year? If so, why?

No, if it comes, it comes. I hope we can work with the inflation and cost of living increases.

23. Do base closures and defense spending cuts bother you at all (explain)?

I do think about it. The Seabee community is not that large to begin with. The moving part of it is a problem for the family. The dis-establishment of this unit has improved my morale since I get the opportunity to go to my next duty station which is closer to my home.

24. Has the quality of life for you improved or declined during your career (explain)?

Improved, but more on my part, our efforts to improve our family's own quality of life.

For your family?

See previous answer.

25. How could the quality of life be improved?

I can't say, because of all the budget cuts.

26. Has the training improved or declined during your career (explain)?

It has gotten better, I can learn a lot more from all the people.

27. How could the training be improved?

CBU's need to do more in-rate training.

28. Do you think social functions provide additional job satisfaction?

Yes, things get hectic and stressful, and you need time to relax and rest.

Interview Questionnaire -- U.S. Navy Construction Personnel

NAME: Military #18, PO2

DATE: 25 May 95

1. What is your rating (job)? Builder, Electrician, Engineering Aid, Equipment Operator, Mechanic, Steelworker, Utilitiesman.

Builder

What is your paygrade?

E-5

2. How long have you been a _____?

5 years (2 years aboard present unit)

3. Why did you become a _____?

I didn't have any prior experience, but thought I'd like it.

4. What gives you the most job satisfaction?

Being able to complete a project and seeing it turned over.

5. What gives you the most job dissatisfaction?

Getting jerked around, micro-management, and also having to tear something out because of inadequate plans.

6. How enjoyable is your work?

It's like any other job with some good days and some bad days. I love those good days.

7. If you could do it all over again, would you choose this profession?

Yes.

8. Does society respect your talents and skills?

The Seabees aren't as well known as they should be to the civilian world.

9. Has the quality of work improved or declined during your career (explain)?

We have gotten some really good projects here.

10. Do you take your job home with you?

I reflect on the day's events to some extent, but it doesn't interfere too much.

11. How does your family feel about your profession?

My wife doesn't voice her opinion much, but she is proud of me.

12. What could your immediate supervisor do to make you get out of the service?

Not much.

13. What could upper level management do to make you get out of the service?

Offer me a lot of money to get out.

14. Whose job opinion means the most to you?

Myself.

15. How should a good supervisor manage a crew?

Someone who will listen and not be closed-minded. Treats others as human beings.

16. What makes a crew perform well together?

Teamwork.

17. What are the reasons for poor crew performance?

Morale. Psychological well-being and physical conditioning of the crew.

18. Does your supervisor restrict you in your work capacity (explain)?

There are some who restrict you and are only set in their ways. Also, a lot of time seems to be wasted with musters and administrative duties which could be better used at the project.

19. Has your supervisor acted upon your suggestions dealing with construction methods, safety, etc. (explain)?

You can make the suggestions, but if the supervisor has something in his head, he will probably have it done his way.

20. Would you enjoy more participation in decision making (work methods, safety, choice of the type of work and crew members)?

It seems that group participation does occur before word gets passed down to us. It's a good idea in any decision.

21. Do you make more or less than your civilian counterparts with the same experience?

It's hard to answer since I haven't been out in the civilian world in a while.

22. Do you expect to get a raise every year? If so, why?

I do expect them because of inflation.

23. Do base closures and defense spending cuts bother you at all (explain)?

They bother me a lot. You have to be blind to think we don't need a strong national security. The dis-establishment of this unit increased tension around here and for me, until I finally received my transfer orders.

24. Has the quality of life for you improved or declined during your career (explain)?

Improved.

For your family?

Improving.

25. How could the quality of life be improved?

We need more shore duty billets. Instead of hiring civilian contractors to do the work, use more Seabees to complete quality of life improvement projects.

26. Has the training improved or declined during your career (explain)?

Improved.

27. How could the training be improved?

We need more skilled trainers and classroom instructors.

28. Do you think social functions provide additional job satisfaction?

Yes, I speak very highly of the annual Seabee Ball.

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VITA

Rodney Michael Moore was born in Shelbyville, Indiana on October 28, 1966, the son of Robert M. and Marcia S. Moore. After graduating from Shelbyville High School, Shelbyville, Indiana, he attended Embry-Riddle Aeronautical University, Prescott, Arizona, where he completed his Bachelor of Science degree in Aeronautical Engineering in April 1989. He then attended the United States Navy Officer Candidate School in Newport, Rhode Island, where he was commissioned an ensign in the Navy's Civil Engineer Corps. His first assignment was with Naval Mobile Construction Battalion One, homeported in Gulfport, Mississippi, where he served as Assistant Officer in Charge of Detail Sigonella, Sicily; Material Liaison Officer, Camp Mitchell, Rota, Spain; and Officer in Charge of Detail Diego Garcia, British Indian Ocean Territories. He then completed an assignment as Officer in Charge of Naval Construction Battalion Unit 417, Whidbey Island, Washington. After which, he entered The Graduate School of The University of Texas in August 1994.

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This thesis was typed by the author.